

# **Defense Department Advisory Committee on Women in the Services (DACOWITS)**



## **Responses to the 2004 DACOWITS Report**



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## **Defense Department Advisory Committee on Women in the Services (DACOWITS)**

# **The United States Army Response to the 2004 DACOWITS Report**





DEPARTMENT OF THE ARMY OFFICE  
OF THE DEPUTY CHIEF OF STAFF, G-1 300 ARMY  
PENTAGON WASHINGTON DC 20310-0300



DAPE-HR-I R

MEMORANDUM THRU

08 JUL 2004

~~Deputy Chief of Staff, G-1 300 Army Pentagon, Washington, D.C. 20310-0300.  
Assistant Secretary, Manpower and Reserve Affairs (Human Resources), 111 Army  
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FOR Undersecretary of Defense (Military Director, DACOWITS), 500 Defense  
Pentagon, Washington, D.C. 20310-0500.

SUBJECT: Defense Department Advisory Committee on Women in the Services (DACOWITS) 2004 Report

1. Attached are responses to the DACOWITS 2004 report recommendations and findings. The DACOWITS report combines Army and family member concerns and appropriate agency responses. Army agencies have reviewed the recommendations and findings and listed projected or in place programs or initiatives; additionally, agencies have determined areas where the Army may make adjustments.
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Encl

Signed  
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Director, Human Resources  
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**Subject: Response to DACOWITS 2004 Annual Report Findings and Recommendations**

**V. FINDINGS AND RECOMMENDATIONS**

**A. RETENTION**

**1. Loss of Personnel Eligible to be Retained**

**a. Findings**

*i. Married officers with children were more likely to report an intention to remain in the military than married officers without children. However, married officers with children actually separate at a higher rate than those without children.*

*ii. Female officers who were married had the highest rate of separation overall and female officers with dependents separated at a higher rate than male officers with dependents. Female officers in dual-military marriages had a higher separation rate than their male counterparts. Female officer separation rates were most pronounced at five to eight years of Service.*

**b. Recommendation**

The Services should examine in greater detail the reasons for the discrepancy between the reported intentions and actual retention of married officers with children.

**Army Response:** The Army has studied reasons for officer separation, but did not see a disparity in reported intentions and actual action (retention) of officers. The study of the difference between attrition of female and male officers requires further research and review. (POC LTC Mark Lukens, DAPE-PRS)

**2. Factors Contributing to the Loss of Eligible Personnel**

**a. Findings**

*i. 'Work/family balance' was the factor most frequently cited by Active duty, Guard and Reserve members as influencing their intention to leave the Service. Seventy-one percent of the Active duty focus groups included personnel who regarded the imbalance of work/family life as a primary reason for separation.*

*ii. "Change in personal goals" was the second most salient factor identified by Active duty personnel as influential in their decision to leave the military, recorded in sixty-eight percent of the Active duty focus groups. This factor was also mentioned second most frequently among female junior officers, recorded in fifty percent of these focus groups, and third most frequently among family members, recorded in twenty-five percent of these groups. Research has demonstrated that programs like Facilitated Return to Service (RTS) can have a high return on investment in terms of retention.*

*iii. Workload and schedule conflicts were mentioned as influential in the decision to leave the military within Active duty and Reserve focus groups of each rank and gender, as well as within family member focus groups.*

*iv. Increasing or expanding benefits and compensation-including retirement benefits, basic pay, and health care-was the primary recommendation provided by focus groups participants as a way to retain personnel with high demand skills and characteristics. Improving opportunities for career advancement was the second most frequently mentioned recommendation to promote retention of these personnel.*

**b. Recommendations**

- i. Future SOF and exit surveys for all constituencies should ask specific questions focused on factors that make balancing military Service and family responsibilities a challenge.
- ii. Consistent with the intention of DoD Social Compact, the Services should provide for flexibility in addressing work/family balance, such as offering families the option of remaining at the installation of assignment to meet extenuating family commitments.

*Army Response: We are considering including in surveys questions on balancing Army and family responsibilities. Current CSA and VCSA position is to increase "on station" time for Soldiers and families. Increasing stabilization of families increases family satisfaction and ability for spouses to be employed. Additionally, increased stability supports the modular concept by influencing level of continuity in a given unit. «POC LTC Mark Lukens, DAPE-PRS)*

**3. Policies and Programs to Increase Retention Among Eligible Personnel Recommendations**

- i. The Services should review existing programs and policies designed to promote career retention, identifying and reporting on opportunities to apply them more broadly, especially to married officers with children.

*Army Response: OPMS3 Task Force is working to develop initiatives to increase retention of qualified officers. ((POC LTC Mark Lukens, DAPE-PRS)*

- ii. The Services should develop and implement programs designed to address special circumstances that many female officers experience in their fifth to eighth year of service, such as childbirth and child rearing.

*Army Response: There has been no research conducted that examines the attrition rate of female officers. ((POC LTC Mark Lukens, DAPE-PRS)*

- iii. The Services should develop Leave of Absence/Sabbatical programs as means of increasing retention rates, such as the proposed Navy Surface Warfare Officer Sabbatical and the Coast Guard's existing Care for Newborn Children and Temporary Separation Programs. Support should be given to the legislative authority needed to execute these programs.

Army Response: FY 05 survey results of the OPMS task force state that the top four reasons which influence retention are as follows: availability of graduate school options, increased basic pay, choice of duty assignment, and better predictability of assignment. Since family balance was not one of the top seven reasons for attrition, further research has not been conducted on the initiative of family children parental/sabbatical leave. ((POC LTC Mark Lukens, DAPE-PRS)

iv. The Services should reexamine the use of "optional career paths" to accommodate changes in personal goals, particularly for officers.

Army Response: Army is reviewing current proposal regarding use of "optional career paths" to accommodate changes in personal goals, particularly for officers. Army is currently staffing a change to career field designation (CFD) process which will impact officers as captains. Currently an officer's CFD board occurs immediately after their MAJs board at about 10 years of service. We are exploring changes that will CFD a limited number of officers at the four year point, most of a year group at seven years, and possibly a small number of officers at the ten year point. This change will allow officers up to three gates in which he or she could choose a different career path due to changes in the officers' goals. (POC LTC Mark Lukens, DAPE-PRS)

v. The Services should determine whether new benefit, compensation, and bonus programs could be developed to more effectively retain experienced personnel as they reach midcareer. Possible examples include providing children of Service members greater access to ROTC scholarship programs, expanding transferability of Montgomery G1 Bill benefits to dependent children, and allowing additional enrollment opportunities for Montgomery G1 Bill benefits.

Army response: Current research on Commissioned officer incentives includes ongoing research on incentive initiatives such as loan repayment, increased stipends for cadets, guaranteed branch choice to cadets, lower promotion time to the rank of major, increased pay, expanded G1 bill availability, expanded tuition assistance, and available mortgage down payment for officers. Several of the proposed initiatives are being reviewed by the Army G1; a few require legislation and further coordination with sister services. ((POC LTC Mark Lukens, DAPE-PRS)

## **B. DEPLOYMENT**

### **1. Preparedness and Unpredictability**

#### ***a. Finding***

*Service members stressed the importance of being prepared for deployments, both personally and professionally. Because of extended work hours during pre-deployment, some Service members experienced insufficient time for family and personal matters. A major concern was the un predictability of both departure times and the length of deployments. The need for coordination with employers exacerbated these concerns for Guard and Reserve members.*

**b. Recommendations**

- i. The Services should establish policies requiring sufficient time be incorporated in predeployment training schedules allowing members to attend to personal affairs.
- ii. As in our 2003 report, DACOWITS again recommends that, when possible, greater predictability be integrated into the deployment process.

**Army Response:** The Army is aware of the lack of predictability of deployment and the stress that the demands of deployments put on today's Soldier and his or her family. In continuing with the Army's transformation to modularity and increasing the stabilization of Soldiers in units, the Army can begin to stabilize the force structure in the AOR and eventually add more predictability to deployments. The Army Reserve concurs completely with the lack of predictability for Soldiers. In response to this, the Army Reserve is restructuring under the Army Reserve Expeditionary Force to bring more structure and predictability to the Soldier and their family.

**2. Impact on Children (Childcare)****a. Findings**

*i. Children are often adversely affected by parental deployments. This is particularly acute in single parent and dual military families where both parents are deployed, or when the nondeployed spouse works extended hours or nights. The problems experienced by young children include insecure attachment, confusion and feelings of loss. School aged children and teens often exhibited higher incidence of discipline problems, declining academic performance and fear of loss.*

*ii. Service members and spouses expressed concerns about the availability of childcare during deployment, with the greatest problems occurring in dual military and single parent families.*

**b. Recommendations**

- i. The Services should be encouraged not to deploy both parents of minor children simultaneously.
- ii. Single custodial parents and one member of a dual military couple with minor children should be exempt, with the approval of their commander, from stop-loss restrictions if their family situation is incompatible with continued military service.
- iii. New accession training about the effects and stresses of parenthood, and especially single parenthood in military Service, should be evaluated for its effectiveness.
- iv. Future Status of Forces surveys of the Active duty and Reserve components should include questions to determine the effects of deployment on the children of Service members.



v. A survey similar to the 2000 Survey of Spouses should be conducted in the coming year. It should include questions about the effects of deployment on families, with special emphasis on children.

vi. Although efforts have been made to increase the availability of childcare, DACOWITS reiterates its 2003 report recommendations with respect to childcare: that DoD increase its efforts to meet its goals of providing the currently estimated need of childcare spaces as identified by the office of Children and Youth, and that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.

**Army Response:** Currently, ACSIM is working to increase child care availability Army wide. The goal is to meet 80% of the current demand for childcare, by the year 2008.

Several other exciting initiatives are being developed to aid families who are faced with the challenges of deployment. For example, Operation: Child Care is a voluntary effort of the National Association of Child Care Resource and Referral Agencies (NACCRRA), local Child Care Resource and Referral Agencies and child care providers to provide a few hours of free child care for National Guard and Reserve personnel returning for two weeks of rest and recuperation (R&R) leave from Iraq and Afghanistan. This free child care support will allow military members who do not have access to a military installation to be able to take care of family business or take their spouses out for a date. This initiative is being led by the National Association of Child Care Resource and Referral Agencies (NACCRRA), the nation's network of Child Care Resource and Referral Agencies. In addition to state and local child care resource and referral agencies and child care providers who are volunteering their time, several national partners are also supporting the effort: the National Association of Family Child Care, the National Child Care Association, the National Cooperative Extension System, the National 4-H Program, and the Child Care Bureau, U.S. Department of Health and Human Services. Bright Horizons Family Solutions and KinderCare Learning Centers, representing thousands of their child care centers across the country are also participating.

To address the emotional challenges that children face in having parents deployed, Army Child and Youth Services has developed another initiative aimed at the National Guard and Reserve components called Operation: Military Kids. This outreach effort focuses on the following: creating community support network for military youth "in our own backyard" when Soldier parents are deployed; delivering recreation, social and educational programs for military youth living in civilian communities; supporting military kids coping with the stress of knowing their deployed parents may be in harm's way. When National Guard, Army Reserve and other military parents living in civilian communities are mobilized, their children suddenly become different. Now they are "military kids" but they still "look the same" to teachers, friends and the rest of the community. Many of their usual support systems may no longer be adequate. Extensive media coverage of on-going military operations creates daily anxiety. These "new" military kids need to connect with other youth in similar situations. They seek friends and adults who can empathize and can help them cope with their new world. Operation:

Military Kids draws together the resources of State and County Cooperative Extension staff, community agencies, schools, and 4-H Club youth to reach out to military youth before, during and after their parents are deployed.

Another example is Operation Purple which is a camp program designed to bring together youth whose parents are deployed (loosely defined to include those who have just experienced a deployment and those who will soon be facing one) for an exciting and memorable camp experience that gives them additional tools to help deal with the stress that results from a parent's deployment. Each camp is joint and 'purple' - encompassing all service branches including the National Guard and Reserve components and offered free of charge to all participants. The Operation Purple camps represent a joint effort between the National Military Family Association (NMFA), Sears American Dream Campaign, the Department of Defense, the National Guard Bureau and local camp providers. (POC Mr. Isaac Templeton and Ms. Pamela Smith, USACFSC)

### **3. Communication**

#### ***a. Finding***

*Keeping families well informed during pre-deployment and during deployment was a common concern. The hectic pace of pre-deployment often hindered good family communication and spouses felt that they did not receive adequate information. Lack of communication during deployment was a major concern for family members.*

#### **b. Recommendations**

i. Leadership should strongly support programs that promote family readiness. Letters should be mailed home to the families of all deploying Service members with information about anticipated deployment schedules, support programs, points of contact for legal affairs, financial issues, childcare options, psychological counseling and other available resources. I. The effectiveness of online sources of communication and information currently in use, such as Military One Source and similar Service programs, should be assessed.

Army Response: The US Army Community and Family Support Center and Installation Management Agency concur. We are currently providing predeployment briefings, Soldier and family readiness checklists, predeployment training, family readiness groups, virtual family readiness groups online for geographically dispersed families, Operation READY training and handbooks, as well as Army Family Team Building classes. The Virtual Family Readiness Group (vFRG) objective is to build a system to replicate the major components of an FRG and meet the demands of geographically dispersed units and families across all three components of the Army. The Army is currently in the final phase, which includes training and outreach, of implementation of this initiative.

Currently families are invited to attend initial unit mobilization briefings where they are informed of TRICARE benefits, Finance, American Red Cross Emergency Services, ID cards, Military One Source, and provided information on family program points of

contacts at Regional Readiness Commands, Direct Reporting Commands and Direct Reporting Units. Families not attending or are unable to attend the initial briefing are mailed packets that covering the information presented at the briefing. Families of mobilized Soldiers are to be contacted monthly by telephone or email. This information is tracked and reported in a roll-up by Regional Readiness Commands. (POC Mr. Isaac Templeton and Ms. Pamela Smith, USACFSC)

#### **4. Support Programs**

##### **a. Finding**

*Many Service members, especially Guard and Reserve personnel, were concerned about the availability of and access to support programs for their families. Often, programs were available but were not well advertised and were underutilized. Many families now have internet access or can obtain it from other sources.*

##### **b. Recommendations**

- i. The development and use of unit internet resources should be encouraged to promote access to family support services.
- ii. All Services should continue outreach to family members, especially during deployment. Special consideration should be given to dual military spouses, families of single members and of individuals deploying independent of their unit.

The Rear Detachment Commander is pivotal for the successful support to families of deployed Soldiers, whether AC or RC. He or she becomes the primary point of contact for families and is focused on establishing lines of communication and training for families prior to deployment. Resources used at this level include the Family Readiness Group, the Unit Family Readiness Liaison, Unit Ministry Teams, Pre/Post Deployment Briefings and the Deployment Cycle Support CONPLAN.

Army Community Service (ACS) provides community support with ACS Centers providing resources such as financial readiness and Soldier and Family Life Consultants. Family Assistance Centers, which are tailored to the needs of the installation or the Reserve unit that they service, are available to families. Operation Ready includes resources to educate families and soldiers about deployment and offer a host of training references. First published in 1993, the curriculum is a series of training modules, videos, and resource books used by ACS, National Guard and Army Reserve Family Readiness Program's staff to train and prepare Army families and key unit personnel for deployment and reunions. Soldier and Family Life Consultant Program, which is based on a pilot program in USAREUR, augments reunion and reintegration support to Soldiers and their families in a variety of formats to reduce the stress affecting families. The goal is to prevent family distress by providing education and information on family dynamics, parent education, available support services, and the effects of stress and positive coping mechanisms.

Army Reserve encourages the use of Military One Source. Family members can also obtain referrals in their local community for counseling services. Military One Source

can also provide translation services for non-English speaking families members. Military One Source has been a very effective resource for families needing assistance. Year-to-Date statistics for the Army Reserve are as follows:

- Calls to Military One Source-3,661
- On-line access to Military One Source-7,304
- Military One Source Referral for Counseling Services-I,019

(POC Mr. Isaac Templeton and Ms. Pamela Smith, USACFSC)

## **5. Reunion and Readjustment**

### **a. Findings**

- Reestablishing family relationships is a challenge for many Service members postdeployment. The first few days are particularly difficult when members are required to spend hour (or sometimes days) in administrative in-processing.*
- Implementation of post-deployment leave policies does not appear to be uniform, particularly for Guard and Reserve units. Some members noted that OPTEMPO demanded that they return to duty quickly.*
- Current research shows that some Service personnel meet the criteria indicating the presence of a psychological disorder. The need for widespread screening is evident, and yet the data show that Service members are reluctant to seek help. Of those who screened . in need, less than half sought mental health services. Some Army units are currently screening all returning soldiers.*

### **b. Recommendations**

- Administrative requirements for returning personnel should be kept to a minimum.
- Reunion and readjustment programs should include adequate time off for family and personal needs. Authorized leave for Guard and Reserve members should not be denied.
- Services should enforce existing policy that requires mental health screenings for all personnel upon return from contingency deployments.

Army Response: Administrative requirements for the Soldier who is redeploying are necessary for reintegration into the unit; leaders are aware of the need to keep excess requirements to a minimum giving Soldiers the advantage of quality time with families. There must be a balance between administrative time to redeploy and demobilize and mental health. The Army's Operation READY (Resources for Educating About Deployment and You) training and reference materials are used by unit commanders, family service providers, soldiers and their families to prepare for the challenges of extended operational deployments. Operation READY materials are under revision to include lessons learned and best practices from throughout the Army developed to support today's frequent deployments in support of the Global War on Terrorism.

The current Deployment Cycle Support (DCS) model which includes marital assessment and reunion training for both Soldiers and spouses/family members was built for Active Army requirements within the installation structure, and adapted to the Army Reserve. Operation READY training materials are used for a portion of the family member reunion and reintegration training conducted prior to the Soldier's redeployment. Needless to say, DCS is not a perfect fit. In their desire to get home and on with their lives, AR Soldier out-processing becomes a speed race. In addition, since we do not fund spouse travel either to pre- or post-deployment briefings; they generally miss some of this training. The high number of reassigned (cross-leveled) Soldiers contributes to the lack of effective information flow. The no mandatory drill policy for 60 days following REFRAD exacerbates the situation.

Soldiers get the option of taking leave or being paid for it. Leave accrual varies based on the Soldiers length of tour, and whether they have used any already.

Soldiers receive a mental screening by a mental health professional as part of the reverse SRP process at the demobilization station. Additionally, the Army is initiating another mandatory mental health screen at the 90-day mark. Sixty to ninety days is the period when PTSD begins to surface, but this is not an absolute rule.

An example - in Europe where commanders have to have daily contact with Soldiers for one week after they returned - generally in 1/2 day schedule to monitor the Soldiers. The AR in Europe had to tailor this requirement to speed up the process, as they needed to demobilize the personnel sooner. Should there be an effort to extend that amount of time being considered to provide more time for evaluation? (POC Delores F. Johnson, Director, Family Programs, US Army Community and Family Support Center)

## **6. Administrative and Financial**

### **a. Finding**

*Participants in many focus groups mentioned administrative, legal, and financial challenges while the Service member was deployed. For some Guard and Reserve members, the problems were more acute because they had less access to support services. Additionally, if their civilian employment was legally altered or eliminated during deployment, Guard and Reserve members could return to face underemployment or unemployment.*

### **b. Recommendations**

- i. Additional employer incentive programs should be created to encourage hiring and support of Guard and Reserve members. Incentives could include tax benefits.
- ii. Mobilized Guard and Reserve members whose civilian jobs were eliminated should be given priority to remain on Active status when possible.

Army Response: Considerable discussion at Army and OSD level regarding incentives to employers who support the hiring of National Guard and Reserve Soldiers continues; however, no formal policy or initiative for legislation has ensued. A number of bills

introduced this year contain provisions that would provide tax incentives to employers of Guard and Reserve members. Examples include provisions which will continue to provide incentives to continue to pay the reservists' civilian wages, and offer some relief for employers who hire temporary replacements for mobilized Guard/Reserve members. Current bill proposes a tax credit of up to \$15,000 per employee for employers who pay the difference between the normal civilian compensation and the employee's military compensation-and for self-employed reservists-when the reservist is ordered to active duty for more than 180 days in support of a contingency operation. Additionally it provides a tax credit of up to \$15,000 paid in compensation to an employee who is hired as a replacement for the reservist who is absent for more than 180 days in support of a contingency operation. Both provisions are being reviewed by the Department of Treasury.

The Services always consider applications to return to active duty, but this must be balanced with grade and skill mix requirements. Mobilized Guard and Reserve members can remain on active duty dependent on the needs of the Army and the opportunities available. A blanket policy that offers any Guard or Reserve member a position on active duty once their commitment ends has not been instituted.

The Services always consider applications to return to active duty, but this must be balanced with grade and skill mix requirements. Mobilized Guard and Reserve members can remain on active duty dependent on the needs of the Army and the opportunities available. A blanket policy that offers any Guard or Reserve member a position on active duty once their commitment ends has not been instituted. (POC Tom Bush, OSD-RA)

The Army's Financial Readiness Program supports unit commanders in establishing personal financial readiness training for first-term/initial term soldiers. Mandatory financial planning classes and counseling are conducted for all junior enlisted soldiers (E-4 and below) who are scheduled for their initial PCS move. Mandatory refresher classes are conducted for personnel who have abused and misused check-cashing privileges. Soldiers who take these classes will have carry less debt burden and will be able to live within their means and invest in the future. (POC Delores F. Johnson, Director, Family Programs, US Army Community and Family Support Center)

## **7. Health and Hygiene**

### ***a. Finding***

*Female Service members have experienced inadequate and unavailable restroom and shower facilities in a deployed, austere environment. Additionally, they cited problems obtaining various hygiene products.*

### **b. Recommendation**

**The Services should address and provide for privacy concerns and uniquely female requirements when possible.**

## **C. SEXUAL ASSAULT**

### **V. Findings and Recommendations**

#### **C. Sexual Assault**

##### **1. Zero Tolerance Policy**

###### **a. Finding**

*We reiterate the words of Defense Secretary Donald Rumsfeld: "Sexual assault will not be tolerated in the Department of Defense. " A Zero Tolerance Policy is the most effective deterrent to sexual assault in the military and would help to establish the essential climate of trust referenced again and again in our focus groups.*

###### **b. Recommendations**

i. DACOWITS recommends that the Secretary of Defense codify the Zero Tolerance policy on sexual assault in a DoD Directive and that the Service Secretaries and Service Chiefs promulgate service-specific Zero Tolerance policies. We find the Army policy dated 7 April 2004 to be an excellent example.

*Army Response: As stated, the Army issued a policy memo signed jointly by the Acting Secretary of the Army and the Chief of Staff of the Army on 7 April 2004. This policy is reiterated in the Army's formal policy contained in a new chapter (Chapter 8) of AR 600-20, Army Command Policy, which states that "sexual assault is a criminal offense that has no place in the Army". (LTC Bobbie Sanders, DAPE-HR-HF)*

ii. Commanders at every level must clearly state and widely disseminate Zero Tolerance policies.

*Army Response: The Army Sexual Assault Prevention and Response Program (Chapter 8, AR 600-20), requires all commanders to conduct annual prevention and awareness training and post their written sexual assault policy statements on unit bulletin boards. (LTC Bobbie Sanders, DAPE-HR-HF)*

##### **2. Sexual Assault Definition**

###### **a. Finding**

*A clear definition of sexual assault is essential to deterrence, effective training, improved rates of reporting, and consistent and fair military law enforcement. We fully endorse the priority of the 2004 DoD Task Force on defining sexual assault.*

###### **b. Recommendations**

ii. That the new definition of sexual assault as promulgated by the Task Force for Sexual Assault Prevention and Response be quickly incorporated into the UCMJ and be used consistently in training, in data collection and by military law enforcement authorities.



Army Response: The Army has incorporated the DoD approved definition of sexual assault into its policy and all professional military education and responder training (victim advocates, healthcare personnel, law enforcement, judge advocates, criminal investigators, and chaplains). However, during the coordination of this definition, DoD noted that this was not a legal definition but rather one that could be easily understood and used for training. (LTC Bobbie Sanders, DAPE-HR-HF)

#### **4. Underreporting**

##### ***a. Findings***

*i. Our focus groups confirm that underreporting of military sexual assault is all too prevalent.*

*ii. The committee notes that anecdotal evidence from our focus groups and from Service and DoD-wide task force reports trace the high rate underreporting to a widespread perception of lack of trust in the system. Specifically, Service members are skeptical of the military's ability to respond in ways that will preclude embarrassment, reprisal, and/or negative career consequences.*

*iii. Service members must have confidence in the chain of command's ability to effectively deal with reports of sexual assault. Confidentiality, which fuels trust in the chain of command, is essential and must be balanced with information needed to provide discipline, accountability and good order.*

##### **b. Recommendations**

i. Commanders must fully enforce Zero Tolerance policies and prosecute sexual assault offenses to the fullest extent of the law.

Army Response: The Army first issued its zero tolerance policy in a memo signed jointly by the Acting Secretary of the Army and the Chief of Staff of the Army on 7 April 2004. This policy is reiterated in the Army's formal policy contained in a new chapter (Chapter 8) of AR 600-20, Army Command Policy, which states that "sexual assault is a criminal offense that has no place in the Army". Additionally, it is Army policy that:

(1) Authority to dispose of cases that resulted from allegations of sexual assault is withheld to the battalion commander level and above. A commander authorized to dispose of cases involving an allegation of sexual assault may do so only after receiving the advice of the servicing Judge Advocate. As with any case, any disposition decision involving an allegation of sexual assault is subject to review by higher level commanders as appropriate.



(2) Commanders must publish written statements including an overview of the command's commitment to the Sexual Assault Prevention and Response Program; victim's rights; the definition of sexual assault; that sexual assault is punishable under the UCMJ and other federal and local civilian laws; that sexual assault is incompatible with Army values; and available resources to support victims.  
(LTC Bobbie Sanders, DAPE-HR-HF)

ii. Before proceeding with any potential administrative punishment of the victim for possible wrongdoing in connection with a sexual assault incident, commanders should always consider awaiting the outcome of the sexual assault investigation and prosecution.

Army Response: In accordance with Chapter 8, AR 600-20, unit commanders are instructed to:

Determine, in" a timely manner, how to best dispose of alleged victim collateral misconduct, to include making the decision to defer the disciplinary actions regarding such misconduct until after the final disposition of the sexual assault case.  
Commanders and supervisors should take into account the trauma to the victim and respond appropriately so as to encourage reporting of sexual assault and the continued cooperation of the victim.  
(LTC Bobbie Sanders, DAPE-HR-HF)

## **6. Resources Available**

### ***a. Findings***

*i. Focus group results reveal a high level of awareness of resources available to victims of sexual assault. However, the notable exception is the junior ranks, where it is most needed.*

*ii. Research on best practices emphasizes the need for a coordinated, comprehensive, victim centered approach in which law enforcement, hospital emergency departments and victim advocates work together.*

*iii. The challenging nature of providing resources in a deployed environment was also addressed. Extensive work is being done in this area, and we will monitor this in 2005.*

### **b. Recommendation**

Special efforts must be made to reach the junior ranks regarding resources available, e.g. information campaigns directly targeting Service members in their living quarters, as well as work and social environments. "

Army Response: The Army Sexual Assault Prevention and Response Program (Chapter 8, AR 600-20), requires all unit commanders to conduct annual prevention and awareness

training and post their written sexual assault policy statements on unit bulletin boards which must include available resources to support victims.

Additionally, installation commanders are required to:

- (1) Establish and publish an integrated resource directory for the Sexual Assault Prevention and Response Program that incorporates medical, legal, chaplaincy, and investigative resources, including civilian resources, as well as installation and community-specific information available to assist victims of sexual assault. The installation will also provide materials (e.g., handouts, posters) to identify resources to whom sexual assault may be reported (e.g., Medical facility, Chain of Command, Chaplain, CID, Military Police, Mental Health Services, Victim Advocate, and Staff Judge Advocate).
- (2) Ensure that MOUs/MOAs are in place if civilian agencies or other military services are used as a victim services resource and that the SARC has authority and support to coordinate with appropriate agencies.
- (3) Conduct media campaigns to ensure Soldiers are aware of the Sexual Assault Prevention and Response Program and publicize on and off-post/non-Army agencies that are available to assist victims.
- (4) Publicize installation level information to provide leaders and Soldiers with contact information for all installation level response agencies to include law enforcement, legal, medical, social services, and others.
- (5) Integrate sexual assault awareness into Installation Newcomer Orientation Briefings and provide contact information for all installation level response agencies.

(LTC Bobbie Sanders, DAPE-HR-HF)

## **7. Training**

### ***a. Finding***

*The importance of training was a common theme in our review of research into the prevention of sexual assault. In its final report, the 2004 DoD Task Force recommended that DoD develop instructional materials focusing on prevention across the total force.*

### **b. Recommendations**

- i. Comprehensive training on sexual assault should be an integral and ongoing part of Professional Military Education for all levels, enlisted through General Officers, especially in commander and leadership courses.

Army Response: The Army Training and Doctrine Command (TRADOC) has developed sexual assault training support packages (TSP) for all levels of Army Professional Military Education (PME). This training commenced in TRADOC courses beginning in December 2004. The training support packages are posted on the Reimer Digital Library (RDL) which is linked to the Army Sexual Assault Prevention and Response website. (LTC Bobbie Sanders, DAPE-HR-HF)

ii. Training should emphasize that sexual assault is a crime that will be prosecuted to the fullest extent of the law, and should be delivered in the context of the core values of military Service and the mission requirements of unit cohesion and readiness.

Army Response: Army sexual assault training emphasizes Army values, zero tolerance, prosecution and punishment. (LTC Bobbie Sanders, DAPE-HR-HF)

iii. Using the official definition of sexual assault, training should clearly instruct on what sexual assault is and is not. The importance of Service members taking responsibility for their own and each other's safety and well-being should be an integral part of this training. Alcohol use should be emphasized as a serious risk factor.

Army Response: Army training covers the definition of sexual assault, risk factors and methods to mitigate risk. Alcohol use is particularly highlighted as a risk factor. (LTC Bobbie Sanders, DAPE-HR-HF)

iv. Sexual assault training should not be coerced in order to facilitate forthright discussion and understanding.

Army Response: The Army has considered same gender training, but currently has no plans to mandate it. (LTC Bobbie Sanders, DAPE-HR-HF)

v. Sexual assault training should cover the procedures and resources available to victims following a sexual assault, particularly at the junior grades. Service members should be instructed to seek immediate medical attention after an assault for both their own care and to enable authorities to collect the evidence necessary for prosecution. The full range of civilian and military resources should be clearly delineated, so that Service members understand that they can seek help at civilian hospitals and from civilian law enforcement in addition to their options within the military.

Army Response: As the Army's program evolves, unit and institutional training will be updated to include more details about the garrison and deployable victim advocacy program and procedures. Installation Sexual Assault Response Coordinators (SARCs) are responsible for ensuring local procedures and resources are publicized and in place. Using their network of Unit Victim Advocates (UVAs) and monitoring installation in-processing briefings, SARCs will be able to keep soldiers informed of the most current information about resources and procedures. (LTC Bobbie Sanders, DAPE-HR -HF)

vi. Educational awareness efforts should include an information campaign' utilizing posters, pocket cards, and other media to convey specific programs, agencies, names, addresses and phone numbers offering assistance to victims of sexual assault.

Army Response: The Army Community and Family Support Center has already initiated an information campaign through the Installation Management Agency (IMA) for all Army installations to create and distribute hard copies of information identifying installation-specific information on where to report, and where to receive assistance for sexual assault. Interim program guidance is on the web site [www.sexualassault.army.mil](http://www.sexualassault.army.mil)

Action is being worked at the installation level and is being monitored for completion by HQ IMA and IMA Regions. (LTC Bobbie Sanders, DAPE-HR-HF)



## **Defense Department Advisory Committee on Women in the Services (DACOWITS)**

# **The United States Navy Response to the 2004 DACOWITS Report**





**DEPARTMENT OF THE NAVY** of  
OFFICE OF THE SECRETARY 1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

**JUL 15 2005**

**MEMORANDUM FOR UNDER SECRETARY OF DEFENSE  
(PERSONNEL AND READINESS)**

**SUBJECT: Defense Department Advisory Committee on Women in the Services  
(DACOWITS) 2004 Report**

As requested in your memorandum on 18 March 2005, the DACOWITS 2004 Report has been reviewed. The Department of the Navy provides the attached comments and recommendations for your review and consideration. The Navy's and Marine Corps' comments are provided in attachments (1) and (2) respectively.

William A. Navas, Jr.  
Assistant Secretary of the Navy  
(Manpower and Reserve Affairs)

Attachments:  
As stated

Signed

OR



**DEPARTMENT OF THE NAVY** OFFICE OF THE  
CHIEF OF NAVAL OPERATIONS 2000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-2000

**ACTION MEMO**

IN REPLY REFER TO

**FOR: CHIEF OF NAVAL OPERATIONS**

**FROM: VADM G. L. HOEWING, Deputy Chief of Naval Operations (Manpower and Personnel)**

**SUBJECT: NAVY RESPON TO 2004 DEFENSE DEPARTMENT ADVISORY COMMITTEE ON WOMEN IN THE SERVICES REPORT**

- . Approve and forward info memo to Principal Deputy Undersecretary of Defense (Personnel and Readiness), TAB A. This forwards the Navy's response, TAB B, to the 2004 Defense Department Advisory Committee on Women in the Service report, TAB C.
- . The response is due from the Chief of Naval Operations to Principal Deputy Under Secretary of Defense (Personnel and Readiness), Mr. Abell, on 13 July 2005.
- . TAB C requested each service review planned and ongoing programs to determine where adjustments can be made accommodating the Committee's recommendations and provide feedback in these areas.

**RECOMMENDATION: Sign TAB A.**

**COORDINATION: NONE**

**Attachments:**

As stated

Prepared by: CAPT Linda Speed, (703) 695-9385

CHOP	DNS	VCNO
DATE		



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON WASHINGTON, D.C. 20350-2000

**ACTION MEMO**

FOR: ASSISTANT SECRETARY OF THE NAVY (Manpower and Reserve Affairs) <sup>IN REPLY REFER TO</sup>

FROM: VADM G. L. HOEWING, Deputy Chief Naval Operations (Manpower, Personnel, Training, and Education)

SUBJECT: NAVY RESPONSE TO 2004 DEFENSE DEPARTMENT ADVISORY COMMITTEE ON WOMEN IN THE SERVICES REOORT

- Approve and forward info memo to Principal Deputy Undersecretary of Defense (Personnel and Readiness), TAB A. This forwards the Navy's response, TAB B, to the 2004 Defense Department Advisory Committee on Women in the Service report, TAB C.
- The response is due to Principal Deputy Under Secretary of Defense (Personnel and Readiness), Mr. Abell, on 13 July 2005.
- TAB C requested each service review planned and ongoing programs to determine where adjustments can be made accommodating the Committee's recommendations and provide feedback in these areas.

RECOMMENDATION: Sign TAB A.

COORDINATION: NONE

Attachments:

As stated

Prepared by: CAPT Linda Speed, (703) 695-9385



## Navy Responses to DACOWITS 2004 Report

A.1.b.	Services	Retention of married officers with children	PERS-4
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### **DACOWITS Recommendation:**

The services should examine in greater detail the reason for the discrepancy between the reported intentions and actual retention of married officers with children.

### **Navy Response:**

In most instances, the Navy takes career intentions as a probabilistic proxy for actual behavior. Where the relationship between intentions and actual behavior has been assessed, the assumption generally holds; people do what they say they are going to do. The Navy has one ongoing project that will look at stated intentions and behavior 10 years later, for officer and enlisted and should be complete in 4 months. Recently completed structural equation modeling has shown that for 12, 18, and 24 months, intentions do predict behavior. The Army looked at junior officer stated intentions in 1988 and what they had done 10 years later, and also found a very strong relationship.

### **DACOWITS Recommendation:**

Consistent with the intention of DoD Social Compact, the services should provide for flexibility in addressing work/family balance, such as offering families the option of remaining at the installation of assignment to meet extenuating family commitments.

### **Navy Response:**

Consistent with the intention of the DoD Social Compact, there are programs in place to meet the needs of Sailors with extenuating family circumstances. Detailing authorities are aware of the hardships that confront Navy families and of the additional aggravation imposed by long absences of members from their families. Emergency leave frequently provides sufficient time to alleviate such hardships; however, when a member requires more time than leave can provide and has a chance of resolving the hardship within a reasonable time frame, reassignment for humanitarian reasons (HUMS) may be requested. The request must show the hardship meets criteria to include: a severe hardship exists (not normally encountered and resolved by other members of the Naval Service), the hardship occurred or has been excessively aggravated since the member has been serving on active duty, the problem affects the member's immediate family, the hardship is resolvable within a reasonable time frame (normally 6 months). The Officer will be assigned in a shore duty status in the geographic area that best provides the ability to deal with the hardship. Once the hardship is resolved, the Officer returns to his/her original tour.

When a hardship cannot be resolved in a reasonable time frame due to a long-term medical or special education need of a family member, the member will enroll in the Exceptional Family Member (EFM) Program. The location and timing of an assignment of a member with an EFM is carefully managed. Assignment Officers work with the

officer to develop a career path that permits normal career progression. Enrollment in the EFM Program ensures confirmation of the availability of medical, early intervention, or special education services at overseas locations; ensures availability of medical services at isolated continental United States (CONUS) locations; identifies members requiring assignment to CONUS facilities adjacent to major medical facilities; and identifies members who require geographic stability to meet the needs of the EFM.

**Community Responses:**

Surface Warfare response: Although officers seeking to maintain geographic stability within their community's traditional career path are not discriminated against on statutory promotion or administrative screening boards, in order to remain competitive or meet joint requirements officers need to serve in career-enhancing assignments which may require tours in multiple geographic locations.

<b>A.2.b.ii</b>	<b>Services</b>	<b>Homesteading options for families.</b>	<b>PERS-4</b>
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The recently launched SWO Specialty Career Path program was designed to provide alternatives to the traditional command-at-sea career path in order to retain critical SWO skills and meet projected shortfalls in the control grades (LCDR, CDR, and CAPT pay grades). In addition to providing officers with a viable career alternative to command-at-sea, it is envisioned that greater geographic stability is a likely added benefit for some of the specialty career paths.

Aviation response: The aviation response is somewhat similar to the SWO response with regard to traditional career paths on statutory promotions, however, through administrative screening boards tend to favor the more diverse, well rounded naval officer. Homesteading could be viewed as unfavorable on an administrative board.

The aviation community is looking at alternative career captains for the LCDR non-duty course (meaning non-operational department head (DH) tour or a non-screened commander). Although no formal proposals are currently in work, aviation is considering some alternative career path concepts to the non-operational LCDR to have the opportunity for selection to commander. Currently the only viable captain to potentially screen for O-5 is completing the operational DH tour.

<b>A.3.a.i</b>	<b>Services</b>	<b>Career retention problems for married officers with children.</b>	<b>PERS-4</b>
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**DACOWITS Recommendation:**

The services should review existing programs and policies designed to promote career retention, identifying and reporting on opportunities to apply them more broadly, especially to married officers with children.

**Navy Response:**

Geographic stability and family separation accompanying sea duty are the main issues brought to the attention of all line communities by married officers with children. For dual-military couples, detailers make great efforts not to place officers on sea tours within the same Carrier Strike Group, in an effort to minimize the chances that both parents will

be in a deployed status simultaneously. Every effort will be made to assign both officers in the same geographic location to minimize separation of the family.

For Surface Warfare officers desiring more geographic stability, the SWO Specialty Career Path provides an opportunity to transition into a field that does not follow the traditional tour path leading to command-at-sea. This path can limit operational sea time, and allows an officer the most opportunity for geographic stability.

<b>A.3.a.ii. Services Female officer retention at 5-8 year mark/child-rearing.</b>	<b>PERS-4</b>
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**DACOWITS Recommendation:**

The services should develop and implement programs designed to address special circumstances that many female officers experience in their fifth to eighth year of service, such as childbirth and child rearing.

**Navy Response:**

Surface Warfare response: Mentorship plays a critical role in the career decisions of junior officers. The Surface Warfare Community provides women-SWOs the opportunity for mentorship from more senior women-SWOs through the "Network News," distributed via email to a majority of women-SWOs. The "Network News" is sent by the senior woman-SWO, currently RDML Deborah Loewer, Commander, Mine Warfare Command. The email provides success stories of women-SWOs in all ranks. Perhaps most importantly, the email provides current and prospective commands for women-SWOs as they reach the various career-milestones, such as Department Head, Executive Officer, and Commanding Officer. This allows junior officers to see women-SWO contributions to the Fleet, and also where to contact a prospective mentor. This is an important tool for Junior Officers wanting to discuss career intentions/questions with women who are successfully balancing the challenges of a family with a demanding SWO career.

Additionally, as indicated by the Surface Warfare Quick Poll conducted in 2003, there is great interest expressed in a sabbatical program. On the SWO Quick Poll, almost half of the women were interested in a one-year unpaid sabbatical. The SWO QP also asked about options for a sabbatical; given 4 different lengths of a sabbatical (12 mos, 18 mos, 24 mos, and 36 mos), over 1/3 indicated that it would increase their desire to stay in the Navy. The SWO QP also asked about pay and benefits associated with a sabbatical; the key influencer appeared to be benefits, with almost 2/3 of women being interested in even an unpaid sabbatical if benefits were available.

Aviation Response: Mentorship plays a critical role in the career decisions of aviation junior officers. The PERS-43 division tracks all female commanding officers, however, currently unsure of any formalized programs for females to network. It is vital for junior female officers to see, interact, and know the senior female aviators.

Aviation is also concerned about female retention at the 5-8 year mark, and are looking at programs similar to the Surface Warfare community, however, the main discussions

include: how to keep that same female on track after taking the 12, 18, 24 or even 36 month sabbatical. One option discussed was a year group adjustment or rollback to maintain competitiveness for future growth. A concern is the amount of investment required to re-train/re-qualify an individual after 36 months of absence from aviation.

<b>A.3.a.iii Services, Sabbatical and Temporary Separation Programs (legislation) DUSD</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

The services should develop Leave of Absence/Sabbatical programs as means of increasing retention rates, such as the proposed Navy Surface Warfare Officer Sabbatical and the Coast Guard's existing Care for Newborn Children and Temporary Separation Programs. Support should be given to the legislative authority needed to execute these programs.

**Navy Response:**

In an effort to increase female SWO retention rates and make the Surface Warfare community more "family friendly," the Navy proposed a Leave of Absence (LOA) pilot program to the Secretary of Defense to commence in FY06. The LOA program would allow Surface Warfare Officers the option to take a one-year, paid leave of absence from the Navy for education or family purposes. Unfortunately, due to budgetary constraints and the need to more fully develop the program, the Navy has temporarily placed the Leave of Absence program in a holding status to be reevaluated in FY07.

<b>A.3.a.iv. Services, DUSD(MPP) Optional career paths, particularly for officers.</b>	<b>N131</b>
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**DACOWITS Recommendation:**

The services should reexamine the use of "optional career paths" to accommodate changes in personal goals, particularly for officers.

**Navy Recommendation:**

Surface Warfare response: As an element of the Navy's evolving Human Capital Strategy, the Surface Warfare Community executed the Specialty Career Path option in January 2005. This path allows Surface Warfare Officers the opportunity to select from six specialized career options within the SWO community. Selection is open to successful post-Department Head Officers, with the selection board held twice per year. This forward-leaning initiative expands opportunities for, and maximizes the investment we make in, our people.

The Specialty Career Paths provide an alternative to the traditional Command-at-Sea SWO career path. Benefits and opportunities of selection include: command billets within specialty area, specialty training and experience, post-graduate education and JPME, promotion opportunity to O-5 and O-6, improved geographic stability, and development of marketable skills for post-Navy employment.

Though officers are not eligible for transition into a Specialty Career Path until completion of two consecutive Department Head sea tours, knowing the option is available may contribute greatly to officers' retention decision as they approach YCS 4-7. For those not desiring sustained sea duty and eventual Command-at-Sea, knowing the opportunity exists to transition into a more geographically stable path is a motivating factor to continue naval service.

Aviation response: As previously stated, the hurdle in aviation is getting to and successfully completing the operational DH tour, which will allow an individual to be competitive not only for commander (0-5), but also for operational and special mission command. Currently the only option to aviators by way of an optional career path is to laterally transfer into another community, e.g., Information Professional, Medical, AEDO or some other type of community. Increased competition for the operational department head tour has called for a look at alternate career paths for those individuals who did not select for the operational DH tour.

<b>A.3.a.v. Services, DUSD (MPP) Mid-career benefits/condensations/bonuses N130</b>
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**DACOWITS Recommendation:**

The Services should determine whether new benefit, compensation, and bonus programs could be developed to more effectively retain experienced personnel as they reach mid career. Possible examples include providing children of service members' greater access to ROTC scholarship programs, expanding transferability of Montgomery 01 Bill benefits to dependent children, and allowing additional enrollment opportunities for Montgomery 01 Bill benefits.

**Navy Response:**

The Navy is continually reviewing, analyzing, and refining compensation and bonus programs to in order to "deliver the right sailor, with the right skills and experience, to the right place, at the right time, for right work." Additionally, because these programs have proven to be highly successful in incentivizing the recruiting, retention, and assignment behaviors we need to properly man the force, we aggressively work to maintain their incentive value, seek improvements (including legislative improvements) where and when needed, and identify those critical skill where incentives need to be applied.

Currently, the Navy is experiencing great success with compensation programs involving cash in-hand incentives vice an in-kind, future-based benefit that constitutes the Montgomery 01 Bill Transferability Program. Furthermore, cash bonuses provide the member with the ability to choose how best to use these funds, whether it is for individual, family, or other needs/desires.

Some notable examples of cash in-hand programs are the Selective Reenlistment Bonus (SRB) program and the Critical Skills Retention Bonus program (CSRB). The SRB program (targeted to enlisted members) and the CSRB program (used for both enlisted and officers) have positively influenced retention behavior in critical skill set shortages

identified by Navy leadership. These tools allow the Navy to target critical skills and are more cost efficient (i.e. less economic rent).

Navy ROTC scholarships are awarded based on "total package" performance criteria. Applicants are awarded points based on factors such as grade point average, class standing, extracurricular activities involvement, and physical fitness standards. Studies have proven children of service members are more likely to make a long-term commitment to the military due to their prior experience within a military family. As such, children of service members are awarded additional points, which help their overall performance score and can contribute to earning a NROTC scholarship.

<b>B.1.b.i. Services</b>	<b>More time in pre-deployment schedules for personal affairs</b>	<b>N3</b>
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**DACOWITS Recommendation:**

The Services should establish policies requiring sufficient time be incorporated in pre-deployment training schedules allowing members to attend to personal affairs.

**Navy Response:**

The Navy remains committed to providing a structure for sailors and their families to plan for their personal requirements, while also providing the nation with the combat capability and capacity it needs. The current inter-deployment readiness cycle (IDRC) and Fleet Response Training Plan (FRTP) consist of an adjustable progression of training on a well-established schedule. The notional training cycle is designed to carefully balance maintenance, underway days, and training with sailors' quality of life to ensure ample time is provided for family and personal matters, and incorporates a Pre-Overseas Movement (POM) period designed for just this purpose.

Operational demands and current force structure will continue to dictate the timing of deployments. The possibility will continue to exist that planned training timelines may be disrupted, requiring short notice surge operations and deployments.

<b>B.1.b.ii Services</b>	<b>Predictability in the deployment schedules for personal affairs</b>	<b>N3</b>
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**DACOWITS Recommendation:**

As in our 2003 report, DACOWITS again recommends that, when possible, greater predictability be integrated into the deployment process.

**Navy Response:**

Most of the time, our sailors will know well in advance when they will be underway and deployed. The Navy understands that steady schedules are highly desired - they are more efficient in planning maintenance, training, family events, and usually save money. However, our challenge is ensuring we have a predictable schedule to work from, yet flexible enough to adjust to crisis and operational requirements. Today, the fleet must be forward deployed and capable of surging substantial forces at the same time. The Fleet Response Plan (FRP) supports an operating pattern that allows the Navy to be

unpredictable to our adversaries, and postured to assure allies of our nation's resolve and commitment to security obligations.

<b>B.2.b.i. Services, DUSD</b>	<b>No deploying of dual military parents with minor children. PERS-4</b>
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**DACOWITS Recommendation:**

The services should be encouraged not to deploy both parents of minor children simultaneously.

**Navy Response:**

Navy policy already supports this by policy contained in MILPERSMAN 1300-1000, Military Couple and Single Parent Assignment Policy. Specifically:

- When both members are eligible for sea duty, the spouse with the least amount of sea duty will normally be assigned sea duty, the other to shore.
- Couples will not normally be involuntarily assigned to a simultaneous sea duty tour or permanent shift working duty assignments.
- Whenever possible, one member will be on sea duty while the spouse is on shore duty and their PRDs will be matched to facilitate future collocation requests.

Naval Personnel Command can only address Navy assignment policy for the detailing of individuals to specific activities and type duty. Actual deployment of personnel (in groups or individually) occurs at the command or fleet level.

<b>B.2.b.ii. Services, DUSD (MPP)</b>	<b>Single parent/dual military parents stop-loss. N13</b>
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**DACOWITS Recommendation:**

Single custodial parents and one member of a dual military couple with minor children should be exempt, with the approval of their commander, from stop-loss restrictions if their family situation is incompatible with continued military service.

**Navy Response:**

The Navy rescinded all stop-loss restrictions in September, 2002.

<b>B.2.b.iii. Services</b>	<b>New accession training on military parenthood. N00T</b>
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**DACOWITS Recommendation:**

New accession training about the effects and stresses of parenthood, and especially single parenthood in military service, should be evaluated for its effectiveness.

**Navy Response:**

All officer and enlisted service members (deceived extensive training and education regarding the roles and responsibilities of the member and the Navy with regards to family planning during initial accession and in subsequent yearly General Military Education training.

Specifically, officers are taught the provisions of the official policies regarding pregnancy and single parenting, responsibilities for the management of pregnant service women and midshipmen, the importance of the roles parents play within child rearing, and the impact of deployments on military families.

Enlisted service members receive similar training with emphasis on personal responsibilities regarding family planning, explanation of the Navy's management of pregnant service women and family care policies, and finally the Navy's Core Values and their use in identifying appropriate behavior and social situations.

<b>B.2.b.iv. Services, DUSD (MCFP) Need for increased DoD childcare facilities. CNI</b>
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**DACOWITS Recommendation:**

Although efforts have been made to increase the availability of childcare, DACOWITS reiterates its 2003 report recommendation with respect to childcare: that DoD increase its efforts to meet its goals of providing the currently estimated need of childcare spaces as identified by the office of Children and Youth, and that the services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.

**Navy Response:**

The Navy's Child Development and Youth Programs continue with implementation strategies to provide the highest quality, affordable care for service members and obtain the most spaces for children.

The program has currently achieved 69% of DoD potential need (45,834 spaces) through facility based and home care programs for ages 0-12.

Over the past four years, Navy has been very successful in the growth of its in-home care programs, adding approximately 5,000 additional spaces since 2000. However, based on current trends, the market for additional providers is saturated and additional childcare spaces will most likely have to come from other delivery alternatives.

Congressionally inserted replacement MILCON Child Development Centers at NAS Oceana, NA VST A Newport, and NAS New Orleans, and NAFCON Youth Centers at NAS Whidbey Island and NAS Jacksonville will add an additional 700 spaces and Navy will achieve 71 % of Potential Need by the end of 2005/mid-year 2006. A NAFCON addition to the CBC Gulfport Youth Center is being forwarded to Congress for approval in FY -06 and if approved will add an additional 50 spaces by mid-year 2007.

In addition to infrastructure investments, Navy is currently pursuing community-based partnerships to expand availability of care. This increases childcare spaces and better integrates military families with neighboring communities. These include:



- Navy is entering into negotiations with the County of San Diego for a contractual partnership to construct two child development centers within the county for military members.
- This year we entered into contracts with the National Association of Child Care Resource and Referral Agencies (NACCRRA) and Boys and Girls Clubs of America (B&GCA) for community based, subsidized, accredited childcare and youth development spaces for military members serving throughout the continental United States without installation infrastructure to support them.

Additionally, Navy is currently working in conjunction with the OSD Office of Children and Youth and other Services to develop and implement a joint DOD investment plan to continue to improve child development and youth services for our military members.

<b>B.3.b.i. Services</b>	<b>Deployment family readiness information packets.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Leadership should strongly support programs that promote family readiness. Letters should be mailed home to the families of all deploying service members with information about anticipated deployment schedules, support programs, points of contact for legal affairs, financial issues, childcare options, psychological counseling and other available resources.

**Navy Response:**

The Navy Fleet and Family Support Program (FFSP) have provided Deployment Programs since 1979. Active duty members and their families are provided information about the physical and emotional demands associated with deployment through pre-deployment briefs. FFSP deployment programs were reviewed and updated in 2004. Newly designed curricula and a "Toolbox" of information material are available for training and educating the Navy family about coping with deployment.

Pre-deployment training materials includes packets of information on: Deployment Readiness checklist; Keeping in Touch; Playing it Safe (safety checklist); When Dad's at Sea at the time of birth; Children and Deployment; Deployment Checklist for Children; Deployment Tips for Single Parents; Checklists for Guardians; Deployment Tips for Stepparents; Sources of Help for Military Consumers; Keeping in Touch with your Child from Sea; Ages and Stages; Financial Planning Worksheet; Questions to Ask Car Dealers; Returning from Hazardous Duty - what the service member needs to know.

For Return and Reunion, information sheets have been developed to include: Homecoming - Making a Good Thing Better; As Your Sailor Returns: Tips for Friends and Extended Family Members; Communication is the Key; Returning to Children; Homecoming Tips for Singles; and What Babies Are Like in the First Year of Life.

Each of the information sheets can be used to provide a customized packet, to include new, updated, information appropriate to the service member and family needs, whether active duty or reserve.

<b>B.3.b.ii. Services, DUSD (MCFP)</b>	<b>Effectiveness of online communication sources. CNI</b>
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**DACOWITS Recommendation:**

The effectiveness of online sources of communication and information currently in use, such as Military One Source and similar service programs, should be assessed.

**Navy Response:**

The Navy uses a variety of channels to enhance communication, such as Ombudsman Program, Family Support Groups, online (Navy, Command, Fleet and Family Support, and Military One Source). All of these sources provide a different communication avenue for family members. Many Ombudsman and Commanding Officers use Carelines - phone numbers, often toll free, where both the Commanding Officer and Ombudsman provide updated information to enhance rumor control and maintain a connection to families.

Family Support Groups are command sponsored in the Navy and are voluntary. The Fleet and Family Support Centers has developed training for starting a Family Support Group and provides logistical and program support to the groups. Commander, Navy Personnel Command (Pers-6) is in the process of writing an instruction to assist the groups on issues such as fund raising and other legal matters.

CNI is in the process of establishing a community on Navy Knowledge Online (NKO) for the Ombudsman Program and other Quality of Life programs, giving the military family a secure online option for receiving information and utilizing a secure chat room.

Military One Source is given current information for families and has worked diligently with CNI to post up-to-date, accurate information. Unit Commanders are restricted in what they can securely post to a web site; however, unit commanders are looking toward NKO as a more secure site to place information. This will bring its own set of challenges, however, as all family members will need to be in DEERS to access the secure web site, thereby leaving extended family members without the option.

<b>B.4.b.i. Services</b>	<b>Unit internet resources to promote family support services. N13W</b>
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**DACOWITS Recommendations:**

The development and use of unit internet resources should be encouraged to promote access to family support services.

**Navy Response:** See B.3.b.ii above.

<b>B.4.b.ii. Services</b>	<b>Deployment outreach programs for family members. CNI</b>
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**DACOWITS Recommendations:**

All services should continue outreach to family members, especially during deployment. Special consideration should be given to dual military spouses, families of single members and of individuals deploying independent of their unit.

**Navy Response:**

Outreach to family members, either active duty or reserve, is an ongoing issue for the Navy and continues to be of concern. CNI is reviewing success stories Navy wide to adopt as best practice.

Currently, when the Fleet and Family Support Center brief mobilized reservists, they request a mailing address for family members. Information is then mailed to the family regarding the closest military installation with a Family Support Center, and the availability of Military One Source. Pre-deployment information is also enclosed. If the sailor indicates there are children in the home, material is enclosed for children.

A multi-disciplinary working group, currently referred to as the Community Capital Initiative, has been established to review all quality of life issues for both active duty and reserve service members and their families. Communication and outreach will be included as an issue for discussion.

There is also concern that when individuals are deployed independent of their unit, there is no command support system in place for families. CNI and Regions are researching key points in the system that will best identify the right place and time to provide contact with these individuals and their families.

<b>B.5.b.i. Services Administrative requirements for returning personnel. N13W</b>
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**DACOWITS Recommendations:**

Administrative requirements for returning personnel should be kept to a minimum.

**Navy Response:**

With very few exceptions, all return and reunion administrative requirements are conducted aboard ship in return transit to the United States. Certified return and reunion program counselors are flown to deployed ships to assist in counseling and additional doctors or independent duty corpsmen are deployed to aid in physical and mental health screenings. Additionally, all new fathers are required to attend the New Father's Seminar and receive an attendance certificate, which must be shown to Officer of the Deck to check against a Commanding Officer approved list, before disembarking the ship.

One exception are P-3 commands which conduct return and reunion administrative requirements while deployed as much as possible, but generally restrict leave until a week after returning from deployment. P-3 squadrons are often separated into many different smaller squadrons, which are geographically separated often times by thousands of miles. The administrative week allows the squadrons to regroup and conduct performance counseling, medical screenings, and any remaining return and reunion seminars.

<b>B.5.b.ii. Services, ASD (RA)</b>	<b>Reunion/adjustment programs should include more time off.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

Reunion and readjustment programs should include adequate time off for family and personal needs. Authorized leave for Guard and Reserve members should not be denied.

**Navy Response:**

Navy policy authorizes leave and upkeep periods for units following extended operations, the duration of which will amount to 15 days for the first eight weeks of deployment, plus one day for each additional five days of extended operations up to a maximum of 30 days. During this time Commanding Officers are encouraged to authorize maximum leave and liberty in accordance with CINCLANTFLTINST 5400.2M, Article 2403. Mobilized Guard and Reserve units attached to the parent command are authorized leave and liberty consistent with active duty personnel policies. Guard and Reserve units temporarily mobilized for mission specific deployments are required to return to their Reserve Mobilization Unit for health screening and separation-processing prior to commencing authorized leave or liberty.

<b>B.5.iii. Services, ASD (HA)</b>	<b>Mental health screening for all return deployers.</b>	<b>BUMED</b>
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**DACOWITS Recommendation:**

Services should enforce existing policy that requires mental health screenings for all personnel upon return from deployments.

**Navy Response:**

Medical components of the Navy and Marine Corps are adhering to DoD policy and ensuring that identified post-deployment general medical and behavioral health needs are addressed via a post-deployment health assessment (PDHA).

<b>B.7.b. Services</b>	<b>Female health/hygiene privacy concerns.</b>	<b>N13W</b>
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**DACOWITS Recommendation:**

The services should address and provide for privacy concerns and uniquely female requirements when possible.

**Navy Response:**

According to OPNA VINST 9640.1, female sanitary spaces shall be provided separately from those of male crewmembers. A major design consideration is location of the sanitary spaces with respect to the berthing areas. In most cases the sanitary space is located within female service member berthing, allowing for complete privacy. In some cases, particularly in officer berthing spaces, women must transit a short distance through common passageways or up and down ladders to get from one's berthing area to the designated female sanitary space.

Many ships in service today were not originally designed to be gender neutral and in ships where female berthing and sanitary space modifications have occurred, it is not uncommon to physically "split" a berthing compartment or sanitary space in half with a barrier wall to accommodate female service members. While the resulting lavatory space might be small, all surface ships must comply with the OPNA VINST 9649.1A in regards to number of sanitary accommodations per fixture per group of personnel; a minimum of one washbasin, shower, and water closet per every 15 personnel assigned to a particular berthing compartment.

Currently, all new ships (DDG/LCS/CVN) are designed and built to be gender neutral, resulting in carefully planned sanitary spaces for all crew personnel which generally exceed the minimum number of lavatory fixtures per 15 crewmembers.

Health and Hygiene Products: When women are first assigned to a ship, the authorized medical allowance list (AMAL) is updated to include female medical supplies. All medical treatment rooms are equipped with privacy curtains and an examination table with stirrups. All medical exams requiring examination of exposed skin normally covered by uniform clothing will be in the presence of another female crewmember. The supply department also stocks female sanitary products in the general ship store available for purchase by all crewmembers.

<b>C.1.b.i. Services, DUSD (PLANS)</b>	<b>Zero Tolerance Policy for Sexual Assault.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

DACOWITS recommends that the Secretary of Defense codify the Zero Tolerance policy on sexual assault in a DoD Directive and that the Service Secretaries and Service Chiefs promulgate service-specific Zero Tolerance policies. We find the Army policy dated 7 April 2004 to be an excellent example.

**Navy Response:**

On 3 May 05, OSD 08248-05 on Sexual Assault Prevention and Response was released by the Secretary of Defense stating, "The Department does not tolerate sexual assault of any kind."

SECNA VINST 1752.4 (2 July 1976) and OPNA VINST 1752.1A (23 March 1998) both state: "Sexual Assault is a criminal act that is absolutely incompatible with the DON's core values, high standards of professionalism, and personal discipline. Commanders shall take appropriate action under U.S. laws and regulations in all cases where sexual assault is alleged.

OPNA VINST 1752.1A (Enclosure 8) provides Commander's Guidelines for Response to Sexual Assault Incidents that states: "Commanding officers are responsible for ensuring a command climate that condemns sexual assault, provides victims with sensitive care

and support, reports incidents of sexual assault, and holds offenders accountable for their actions. "

In a 30 April 2004 message directed to Commanders, Commanding Officers, Officers in Charge and the NCIS Director, the Vice Chief of Naval Operations (VCNO) stated that there is no place in the Navy for the appalling crime of sexual assault and that the goal is zero tolerance.

The Navy's zero tolerance policy will be included in revision of OPNA VINST 1752.IA, once the DoD sexual assault directive and instruction are released.

<b>C.2.b.i. Services, DUSD (PLANS) Commanders need to enforce Zero Tolerance Policy. CNI</b>
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**DACOWITS Recommendation:**

Commanders at every level must clearly state and widely disseminate Zero Tolerance policies.

**Navy Response:**

In the 30 April 2004 message from the VCNO discussed above, VCNO noted that leaders' message much be crystal clear that there is no room in the Navy for the appalling crime of sexual assault and that prevention can only flow from the top.

In keeping with new DoD requirements, CNI has developed a revised Commander's Checklist that explicitly states Commanders' responsibility to communicate the Navy's Zero Tolerance policy for sexual assault. This checklist is in review and will soon be posted and disseminated for use.

<b>C.2.b.i. Services, DUSD (PLANS) Clear definition of sexual assault required. CNI</b>
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**DACOWITS Recommendation:**

The work in progress as a result of the 2004 DoD Task Force recommendations concerning a clear definition of sexual assault be concluded as soon as possible.

**Navy Response:**

On 13 December 2004, DoD released the definition of sexual assault and "other sex-related offenses" to be used for training and educational purposes only.

On 10 May 2005, Chief of Naval Personnel released a NA V ADMIN message disseminating the DoD sexual assault definition for immediate training and educational purpose use. This definition has also been included in the FY06 General Military Training curricula currently under development.

<b>C.2.b.ii. Services, DUSD (PLANS) Sexual assault definition needs to be included in UCMJ for train in!! and law enforcement. CNI</b>
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<b>C.4.b.i. Services, DUSD (PLANS)</b>	<b>Commanders need to enforce Zero Tolerance Policy</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

The new definition of sexual assault as promulgated by the Task Force for Sexual Assault Prevention and Response be quickly incorporated into the UCMJ and be used consistently in training, in data collection and by military law enforcement authorities.

**Navy Response:** See C.2.b.i. above.

**DACOWITS Recommendation:**

Commanders must fully enforce Zero Tolerance policies and prosecute sexual assault offenses to the fullest extent of the law.

<b>C.4.b.ii. Services, DUSD (PLANS)</b>	<b>Before administrative punishment of the victim for any wrongdoing, CO's should await outcome of sexual assault investigation.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Before proceeding with any potential administrative punishment of the victim for possible wrongdoing in connection with a sexual assault incident, commanders should always consider awaiting the outcome of the sexual assault investigation and prosecution.

**Navy Response:**

OPNA VINST 1752.1A. (23 March 1998) states that the decision to take administrative or disciplinary action in response to a victim's misconduct must be weighed in the context of the circumstances surrounding the assault and their impact on the victim. The Commander's Guidelines (Enclosure 8), also recommends that any administrative or disciplinary action taken against a victim should be delayed until after disposition of the sexual assault allegation. This information has been included in the Navy's revised Commanders' Checklist that is currently under review.

<b>C.6.b. Services, DUSD (PLANS)</b>	<b>Education of junior service members of sexual assault resources and reporting methods.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Special efforts must be made to reach the junior ranks regarding resources available, e.g. information campaigns directly targeting service members in their living quarters, as well as work and social environments.

**Navy Response:**

The Navy Sexual Assault Victim Intervention (SA VI) program has been fully operational since 1996. Each command is required to have established SA VI positions. The command SA VI Point of Contact is responsible implementing and coordinating awareness and prevention education programs for the command, and maintaining and

providing current information on and referral to base/community programs for victims (e.g., victim advocate services, counseling, medical care, etc.).

On the installation, victim support services information is maintained and coordinated by the installation Sexual Assault Response Coordinator (formerly SA VI Program Coordinator). At the installation, SA VI Program staff actively trains service members (including junior members) and advertises sexual assault resources and reporting methods. Junior sailors also receive required sexual assault training annually through on-line or face-to-face sexual assault awareness and prevention General Military Training (GMT) that covers victim resources and reporting methods.

<b>C.7.b.i</b>	<b>Services, DUSD (PLANS)</b>	<b>Sexual assault as an ongoing part of PME for all levels.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Comprehensive training on sexual assault should be an integral and ongoing part of Professional Military Education for all levels, enlisted through General Officers, especially in commander and leadership courses.

**Navy Response:**

Current Navy policy requires sexual assault awareness and prevention education training at key career progression points for both officer and enlisted. Naval Education and Training Command (NETC) is the responsible agent for personnel training. CNI, as the SA VI Program Manager, provides subject matter expertise in the development and implementation of sexual assault training. NETC is in the process of reviewing current PME training and updating sexual assault leadership training, as needed, in keeping with new DoD sexual assault training requirements.

<b>C.7.b.ii.</b>	<b>Services, DUSD (PLANS)</b>	<b>Sexual assault will be prosecuted to the fullest extent of the law.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Training should emphasize that sexual assault is a crime that will be prosecuted to the fullest extent of the law, and should be delivered in the context of the core values of military service and the mission requirements of unit cohesion and readiness.

**Navy Response:**

GMT training curricula for FY05 and FY06 both emphasize that sexual assault is a crime that is incompatible with Navy core values and mission accomplishment and that sexual assault will be prosecuted to the fullest extent of the law.

<b>C.7.b.iii.</b>	<b>Services, DUSD (PLANS)</b>	<b>Official definition of sexual assault taught to service members.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**



Using the official definition of sexual assault, training should clearly instruct on what sexual assault is and is not. The importance of service members taking responsibility for their own and each other's safety and well-being should be an integral part of this training. Alcohol use should be emphasized as a serious risk factor.

**Navy Response:**

Navy GMT curricula for FY05 and FY06 both emphasize the definition of sexual assault and that alcohol use is a significant risk for sexual assault. FY06 GMT curricula, currently under development, will incorporate the new DoD definition of sexual assault to be used for training and educational purposes.

<b>C.7.b.iv. Services, DUSD (PLANS)</b>	<b>Sexual assault training should not be coed.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Sexual assault training should not be coed in order to facilitate forthright discussion and understanding.

**Navy Response:**

The recommendation to provide sexual assault awareness and prevention education training in gender-segregated groups, especially for junior personnel, is under review by the Navy.

<b>C.7.b.v. Services, DUSD (PLANS)</b>	<b>Training should include procedures and resources for victims following sexual assault.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Sexual assault training should cover the procedures and resources available to victims following a sexual assault, particularly at the junior grades. Service members should be instructed to seek immediate medical attention after an assault for both their own care and to enable authorities to collect the evidence necessary for prosecution. The full range of civilian and military resources should be clearly delineated, so that service members understand that they can seek help at civilian hospitals and from civilian law enforcement in addition to their options within the military.

**Navy Response:**

This information has routinely been included in Navy GMT curricula as well as other educational and marketing materials developed by the Navy SA VI Program.

<b>C.7.b.vi. Services, DUSD (PLANS)</b>	<b>Educational awareness media efforts.</b>	<b>CNI</b>
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**DACOWITS Recommendation:**

Educational awareness efforts should include an information campaign utilizing posters, pocket cards, and other media to convey specific programs, agencies, names, addresses and phone numbers offering assistance to victims of sexual assault.

**Navy Response:**

In the past, the Navy SAVI Program developed varied marketing materials to include brochures, posters, Plans of the Day notes, and pocket cards. These materials could be tailored by the installation to include local resources and contact information. In addition, installation SAVI Program staffs have historically developed local specific marketing and media materials. CNI is in the process of revising marketing materials to reflect SAVI Program changes being implemented to meet new DoD requirements.



## **Defense Department Advisory Committee on Women in the Services (DACOWITS)**

# The United States Marine Corps Response to the 2004 DACOWITS Report





DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3300 RUSSELL ROAD  
QUANTICO, VA 33134-5103

MEMORANDUM FOR MILITARY DIRECTOR, DACOWITS

1000  
MPO-40  
Jul 12 2005

Subj: UNITED STATES MARINE CORPS RESPONSE TO 2004 DACOWITS  
REPORT

Ref: (a) USD (P&R) memo of 18 March 2005

Encl: USMC response to 2004 DACOWITS Report

1. Per the reference, the Marine Corps' response is enclosed.

2. POC is Major L. A. Bauer, (CMC MPO-40) at DSN 278-9386, commercial (703) 784-9386, or Fax, 784-9815.

*J. P. Favors*  
Cdr. D. FAVORS  
Acting

*OK*

**RETENTION** (7 recommendations)

**A.1.b** The Services should examine in greater detail the reasons for the discrepancy between the reported intentions and actual retention of married officers with children.

**Comments:** For the most part, with respect to retention, Marines generally do what they say they are going to do either separate or continue their career. Instances arise and Marines change their minds. The officer planners within Manpower and Reserve Affairs continuously monitor officer demographics and analyze intentions against actual retention.

**A.2.b.ii** Consistent with the intention of DoD Social Compact, the Services should provide for flexibility in addressing work/family balance, such as offering families the option of remaining at the installation of assignment to meet extenuating family commitments.

**Comments:** Consistent with the intention of DoD Social Compact, the Marine Corps has numerous programs available to Marines to address work/family balance (e.g., humanitarian transfers and/or remaining on station). Marines who have family members, with special needs, are required to enroll in the Exceptional Family Member Program (EFMP). This program provides for assignment of Marines with family members possessing special needs to locations where those needs can be met.

**A.3.i** The Services should review existing programs and policies designed to promote career retention, identifying and reporting on opportunities to apply them more broadly, especially to married officers with children.

**Comments:** Occupational field sponsors, assignment monitors and career counselors are available to all Marines to promote career retention. These personnel provide information for Marines to make sound career decisions with respect to geo-location, billet and future assignments.

**A.3.ii** The Services should develop and implement programs designed to address special circumstances that many female officers experience in their fifth to eighth year of service, such as childbirth and child rearing.

**Comments:** Having a family is not incompatible with military service. Female service members are authorized 42 days of convalescent leave following the birth of a child, more if required. Servicewomen will not normally be transferred to deploying units from the time of pregnancy confirmation up to 12 months from the date of delivery. The Marine may, however, waive the deployment deferment period.

**A.3.iii** The Services should develop Leave of Absence/Sabbatical programs as means of increasing retention rates, such as the proposed Navy Surface Warfare Officer Sabbatical and the Coast Guard's existing Care for Newborn Children and Temporary Separation Programs. Support should be given to the legislative authority needed to execute these programs.

**Comments:** The Marine Corps will evaluate leave of absence/sabbatical programs as they are vetted through the Unified Legislation Budget (ULB) process.

**A.3.iv** The Services should reexamine the use of "optional career paths" to accommodate changes in personal goals, particularly for officers.

**Comments:** Marine officers are assigned a Military Occupational Specialty (MOS) following The Basic School (TBS). Once assigned an MOS, officers may discuss a career path with contemporaries, senior officers and career counselors. Opportunities arise throughout a Marine's career to broaden their perspective, increase responsibilities and make themselves more competitive for promotion/command.

**A.3.v** The Services should determine whether new benefit, compensation, and bonus programs could be developed to more effectively retain experienced personnel as they reach mid career. Possible examples include providing children of Service members' greater access to ROTC scholarship programs, expanding transferability of Montgomery GI Bill benefits to dependent children, and allowing additional enrollment opportunities for Montgomery GI Bill benefits.

**Comments:** The Marine Corps continually analyzes the benefits and compensation the Marines receive. We work closely with OSD and the other Services to ensure that compensation programs are fair, equitable and effective.

**DEPLOYMENT** (14 recommendations)

**B.1.b.i** The Services should establish policies requiring sufficient time be incorporated in pre-deployment training schedules allowing members to attend to personal affairs.

**Comments:** Pre-deployment leave and administrative time off to attend to personal affairs can be approved by the local commanders. Ensuring that Service Members and family members are prepared for a deployment is a command responsibility and is critical to mission accomplishment. Current deployment schedules are dictated by operational tempo in support of the GWOT.

**B.1.b.ii** As in our 2003 report, DACOWITS again recommends that, when possible, greater predictability be integrated into the deployment process.

**Comments** HQMC PP&O (Plans, Policy and Operations) publishes deployment schedules. Commanders know these schedules in advance.

**B.2.b.i** The Service should be encouraged not to deploy both parents of minor children simultaneously.

**Comments:** Both DoD and Marine Corps policy (MCO 1300.8) govern the deployment of dual military service members and does not prohibit simultaneous deployment. Dual military service members, and single parents are required to have a family care plan in place for the care of children.

**B.2.b.ii** Single custodial parents and one member of a dual military couple with minor children should be exempt, with the approval of their commander, from stop-loss restrictions if their family situation is incompatible with continued military service.

**Comments:** The Marine Corps does not have "stop-loss" restrictions in place at this time.

**B.2.b.iii** New accession training about the effects and stresses of parenthood, and especially single parenthood in military Service, should be evaluated for its effectiveness.

**Comments:** All Marines receive information on parenthood upon accession.

**B.2.b.iv** Although efforts have been made to increase the availability of child care, DACOWITS reiterates its 2003 report recommendations with respect to childcare: that DoD increase its efforts to meet its goals of providing the currently estimated need of childcare spaces as identified by the office of Children and Youth, and that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.

**Comments:** DoD and the Marine Corps have increased their efforts to meet their goal of providing the currently estimated need of childcare spaces. The Marine Corps continues to make every effort to optimize existing space, market in-home family child care, explore buying down space in community based programs, and advocate for Child Development Centers within Military Construction. The Marine Corps has addressed increased care due to OPTEMPO/PERSTEMPO by providing supplemental funds for respite care, extended hours care, and free care. This service helps parents attend pre and post deployment briefings. We entered into a partnership with the National Association for Child Care Resource and Referral Agencies to maximize childcare services.

**B.3.b.i** Leadership should strongly support programs that promote family readiness. Letters should be mailed home to the families of all deploying Service members with information about anticipated deployment schedules, support programs, points of contact for legal affairs, financial issues, childcare options, psychological counseling and other available resources.

**Comments:** Commands host pre-deployment briefs for families of all deploying units. These briefs outline as many details of the deployment as possible while still maintaining unit security. Topics discussed include legal issues, wills and powers of attorney; pay issues including changes to entitlements, timelines for those changes, and possibilities for managing the account such as the split pay option; and postal information. MCCS personnel generally augment the brief to provide specific information on such topics as the Key Volunteer Network, childcare, counseling services, MCCS OneSource (to include face-to-face counseling options), resource and referral, deployment programs, and any other location specific information. The American Red Cross and Navy Relief Society also provide information to families in attendance. In addition, MCFTB at HQMC has provided deployment guides, which offer tips and strategies for families. These are posted on the web at <http://usmc-mccs.org/deploy/deployguide.cfm>. Units continue this effort during deployments via the Family Readiness Officers, Key Volunteer Network, unit web sites, etc.

**B.3.b.ii** The effectiveness of online sources of communication and information currently in use, such as Military One Source and similar Service programs, should be assessed.

**Comments:** MCCS OneSource is a DoD sponsored program. Monthly usage reports are generated and reviewed by representatives from all of the Services as well as OSD staff members. The Marine Corps continues to increase utilization, reporting 16.7% total usage as of April 2005, which includes 2,226 online visits. Satisfaction surveys are also evaluated and show a 95% satisfaction rate. The Marine Corps has made particular effort to inform MARFORRES family members and the Peacetime Wartime Support Teams (PWST's) of OneSource and MARFORRES monitors' monthly usage.

**B.4.b.i** The development and use of unit internet resources should be encouraged to promote access to family support services.



**B.5.b.i** Administrative requirements for returning personnel should be kept to a minimum.

Comments: Concur.

**B.5.b.ii** Reunion and readjustment programs should include adequate time off for family and personal needs. Authorized leave for Guard and Reserve members should not be denied.

**Comments:** Concur. Approval of post-deployment leave is a Commander's responsibility. Liberal leave and liberty is authorized in accordance with MCO P1050.3

**B.5.b.iii** Services should enforce existing policy that requires mental health screening for all personnel upon return from contingency deployments.

**Comments:** The Marine Corps is complying with DoD policy concerning general medical and behavioral health requirements.

**B.7.b.** The Services should address and provide for privacy concerns and uniquely female requirements when possible.

**Comments:** Concur. Head, shower and billeting arrangements are separated for gender specific requirements.

**SEXUAL ASSAULT** (12 recommendations)

**C.1.b.1** DACOWITS recommends that the Secretary of Defense codify the Zero Tolerance policy on sexual assault in a DoD Directive and that the Service Secretaries and Service Chiefs promulgate service-specific Zero Tolerance policies. We find the Army policy dated 7 April 2004 to be an excellent example.

**Comments:** White letter 06-03, ALMAR 053/04 and MCO 1752.5 address zero tolerance by giving clear guidance to all Marines that sexual assaults will not be tolerated within the Marine Corps.

**C.1.b.ii** Commanders at every level must clearly state and widely disseminate Zero Tolerance policies.

**Comments:** MCO 1752.5 and ALMAR 053/04 are disseminated Corps. The Order is to be prominently displayed within every command. It is an Inspector General (IG) requirement that the Order is posted by commands.

**C.2.b.ii** That the new definition of sexual assault as promulgated by the Task Force for Sexual Assault Prevention and Response be quickly incorporated into the UCMJ and be used consistently in training, in data collection and by military law enforcement authorities.

**Comments:** All offenses included in the definition are already punishable under the UCMJ. Training and Education Command (TECOM) has incorporated the definition into all entry-level schools, Professional Military Education (PME) , and the Marine Corps Common Skills Manual.

**C.4.b.i** Commanders must fully enforce Zero Tolerance policies and prosecute sexual assault offenses to the fullest extent of the law.

**Comments:** MCO 1752.5 requires commanders to notify law enforcement of all alleged or suspected sexual assaults made known to the command, and when investigations warrant, hold offenders accountable.

**C.4.b.ii** Before proceeding with any potential administrative punishment of the victim for possible wrongdoing in connection with a sexual assault incident, commanders should always consider awaiting the outcome of the sexual assault investigation and prosecution.

**Comments:** White Letter 06-03 on Collateral Misconduct encourages commanders to weigh the option to delay addressing victim misconduct during the initial phase of the case.

**C.6.b** Special efforts must be made to reach the junior ranks regarding resources available, e.g. information campaigns directly targeting Service members in their living quarter, as well as work and social environments.

**Comments:** Unit Uniformed Victim Advocates (UVAs) provide information on victim risk reduction behavior. The Mentors in Violence Prevention (MVP) program provides male mentoring to junior Marines on gender violence reduction. Marine and Family Services (MFS) Victim Advocates conduct training and command visits where they discuss the resources offered through their organization.

**C.7.b.i** Comprehensive training on sexual assault should be an integral and ongoing part of Professional Military Education for all levels, enlisted through General Officers, especially in commander and leadership courses.

**Comments:** During the Commanders' Course, commanders are briefed on the Marine Corps sexual assault prevention and response program. The Staff Academies train MVP trainers. TECOM is standing up a center aimed at addressing sexual assault issues as they relate to social and religious beliefs of host nations.

**C.7.b.ii** Training should emphasize that sexual assault is a crime that will be prosecuted to the fullest extent of the law, and should be delivered in the context of the core values of military Service and the requirements of unit cohesion and readiness.

**Comments:** MCO 1752.5 and ALMAR 053/04 strongly emphasize to all Marines that sexual assault is a serious criminal offense. Sexual assault is not in keeping with the core values of the Marine Corps. Commanders are mandated to immediately report all sexual assaults to law enforcement for formal investigation. Furthermore, commanders, after a thorough investigation by law enforcement, are mandated to hold individuals accountable for their actions.

**C.7.b.iii** Using the official definition of sexual assault, training should clearly instruct on what sexual assault is and is not. The importance of Service members taking responsibility for their own and each other's safety and well-being should be an integral part of this training. Alcohol use should be emphasized as a serious risk factor.

**Comments:** The Marine Corps policy on alcohol consumption encourages responsible drinking by those of legal age. Commanders are encouraged to talk to their Marines on the risks of alcohol abuse. Additionally, UVAs, through their annual sexual assault awareness and prevention training, discuss the dangers of alcohol abuse as it relates to sexual assault incidents.

**C.7.b.iv** Sexual assault training should not be coed in order to facilitate forthright discussion and understanding.

**Comments:** Marine Corps sexual assault program allows for various approaches to provide sexual assault awareness and prevention training. The MVP program is a male oriented program aimed at male Marines taught by senior male Marines. UVAs are encouraged to tailor their command sexual assault program to meet the needs of their Marines; therefore, a UVA is free to do gender specific breakout sessions.

**C.7.b.v** Sexual assault training should cover the procedures and resources available to victims following a sexual assault, particularly at the junior grades. Service members should be instructed to seek immediate medical attention after an assault for both their own care and to enable authorities to collect the evidence necessary for prosecution. The full range of civilian and military resources should be clearly delineated, so that Service members understand that they can seek help at civilian hospitals and from civilian law enforcement in addition to their options within the military.

**Comments:** In order to link reporting of assistance to outcomes, MCO 1752.5 and MARADMIN 248/05 allow for confidential reporting of sexual assault incidents. The Sexual Assault Response Coordinator (SARC), UVA, and VA are required to inform victims of resources available through Marine and Family Services and within the surrounding community.

**C.7.b.vi** Educational awareness efforts should include an information campaign utilizing poster, pocket cards, and other media to convey specific programs, agencies, names, addresses and phone numbers offering assistance to victims of sexual assault.

**Comments** Information on sexual assault awareness and prevention is available on the web at <http://usmc-mccs.org/sapro> which provides information on SAPRO, sexual assault pocket cards, OneSource Brochures, Frequently Asked Questions (FAQ) ,etc.



## **Defense Department Advisory Committee on Women in the Services (DACOWITS)**

# The United States Air Force Response to the 2004 DACOWITS Report























































## **Defense Department Advisory Committee on Women in the Services (DACOWITS)**

# The United States Coast Guard Response to the 2004 DACOWITS Report



**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

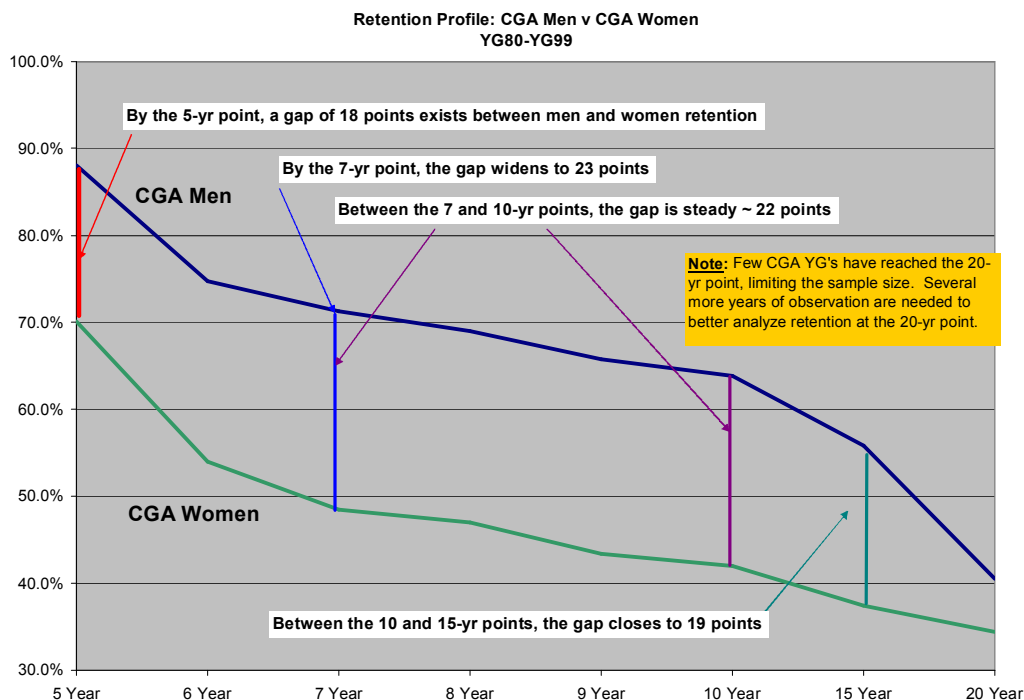
**Retention  
Recommendation A.1.b**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-12B

**Issue:** The services should examine in greater detail the reasons for the discrepancy between the reported intentions and actual retention of married officers with children.

**Response:** The Coast Guard currently does not maintain statistics on the retention of married personnel with or without children. DACOWITS notes that women generally leave the service between their fifth and eighth year. The Coast Guard finds this statement to be true for female Coast Guard Academy graduates. Because the majority of female officers in the Coast Guard are commissioned through the Coast Guard Academy, the retention has been followed for over a decade as seen in the profile below:



At the five year mark (when CGA graduates have fulfilled their obligated service and can voluntarily leave), the percentage of total women who choose to continue serving is around 70%, while a larger percentage of men stay (88%). At the seven year mark, men and women have a 22 point gap that stays steady until the ten year mark when the gap actually closes to 19 points.

The Coast Guard will examine the DMDC data in more detail to discern underling issues. The Coast Guard will also look at career intention information from the 2002, 2004 and

2006 (when available) Coast Guard Organizational Assessment Survey for comparison with DMDC results.

In order to truly determine the reason why so many officers, specifically married women, leave the service, the Coast Guard will continue to look at why people stay, as well as their career and personal goals. This is done through an ongoing survey of all uniformed Coast Guard personnel – the Career Intentions Survey.

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-12B

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Issue: Consistent with the intention of DoD social compact, the Services should provide for flexibility in addressing work/family balance, such as offering families the option of remaining at the installation of assignment to meet extenuating family commitments.

Response: The Coast Guard has several policies in place that enhance the service members' family life while fulfilling their service obligations and meeting the needs of the service.

The Coast Guard's policy on assigning married couples is based on the assumption that married members want to live together throughout their service careers. It is possible for enlisted members to remain in the same geographic area (or to return to that area) during the course of their careers without detriment to their careers; however, officers need geographical diversity in order to be competitive in promotions

The Temporary Separation policy allows Coast Guard members to temporarily separate and pursue growth or other opportunities outside the service, while providing a mechanism for their return to active duty. The long-term intent of this program is to retain the valuable experience and training our members possess that might otherwise be lost. With every person that returns, we avoid the cost of recruiting and training replacements. In addition, we increase the overall experience level of the Coast Guard by retaining members who have already acquired the critical skills we need to perform our missions.

In the event that family situations cannot be resolved due to the extreme nature, the Personnel Manual mandates that for enlisted personnel, "*A Humanitarian Assignment (HUMS) is a special assignment authorized to alleviate a hardship so severe an emergency leave cannot fully resolve it. As a rule, all HUMS are at no cost to the government. However, in some very limited, unusual cases, the Service may decide the overall situation warrants the Service's funding a permanent change of station (PCS) transfer. If so, the member will transfer under regular PCS orders under other sections of this Manual.*"

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-122, CG-133, CGPC

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**Issue:** The services should review existing programs and policies designed to promote career retention, identifying and reporting on opportunities to apply them more broadly, especially to married officers with children.

**Response:** The Leadership and Professional Development Division has several career development and retention resources available to all Coast Guard personnel. These development resources, such as the Individual Development Plan and the Mentoring Program, are valuable performance enhancement and career development tools that can promote career retention. Within the mentoring program, for example, is the Individual Career Development Plan for mentoring partnerships. This plan helps an individual establish and declare his/her short and long term goals over a twenty year period. Another source, Career Central, provides a vast amount of resources for service members, including a section on the "Career Opportunities" link called "Stay Coastie." This section provides an objective look at the benefits, compensation, etc., allowing personnel to make an informed decision whether or not to remain in the Coast Guard. Furthermore, Career Development Advisor's (CDA) play a significant role in counseling and promoting career development and retention during their annual unit visits—"CDA's inform individuals on career opportunities, incentives, military rights, benefits, and advantages of a Coast Guard career." CDA program goals also include the retention of qualified personnel.

Education of both enlisted and officer personnel on existing policies provides a relatively easy, and hence already Service approved, means of promoting career retention. The aforementioned recommendation should be extended to include enlisted, as well as officer personnel.

For more information: Leadership and Professional Development/Diversity web site:  
<http://www.uscg.mil/hq/g-w/g-wt/g-wtl/home.htm>



**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Retention  
Recommendation A.3.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-12B

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Issue:	The Services should develop and implement programs designed to address special circumstances that many female officers experience in their fifth to eighth year of service, such as childbirth and child rearing.
Response:	Temporary Separation and Care for Newborn Children programs are useful to many service members during their fifth to eighth year of service as they attempt to balance career and family. Such programs are in place and have been successful as noted in previous DACOWITS reports.

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-122

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- Issue:** The Services should develop Leave of Absence/Sabbatical programs as means of increasing retention rates, such as the proposed Navy Surface Warfare Officer Sabbatical and the Coast Guard's existing Care for Newborn Children and Temporary Separation Programs. Support should be given to the legislative authority needed to execute these programs.
- Response:** The Temporary Separation policy allows Coast Guard members to temporarily separate and pursue growth or other opportunities outside the service, while providing a mechanism for their return to active duty. The long-term intent of this program is to retain the valuable experience and training our members possess that might otherwise be lost. With every person that returns, we avoid the cost of recruiting and training replacements. In addition, we increase the overall experience level of the Coast Guard by retaining members who have already acquired the critical skills we need to perform our missions. As noted in the DACOWITS 2003 Report, approximately 8% of those that separated under the temporary separation policy returned to active duty. The Coast Guard is implementing a process to track the numbers of personnel (officer and enlisted, male and female, pay grade, etc) exiting and re-entering the Service under our Temporary Separation programs as well as the reasons for taking the sabbatical and time away from Service (up to 24 months). It's important to note that the majority of personnel that participate under the temporary separation program do so at the end of their active duty contract. The Coast Guard has been actively engaged in discussions concerning our programs with other services.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Retention  
Recommendation A.3.iv**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CGPC

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**Issue:** The Services should reexamine the use of “optional career paths” to accommodate changes in personal goals, particularly for officers.

**Response:** The Coast Guard’s assignment process allows for members to choose a primary career field and transfer to a secondary specialty for non-operational tours. Because the Coast Guard employs a non-rigid career path paradigm, individuals are able to broaden their specialties as personal and professional goals change.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Retention  
Recommendation a.3.v**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-122

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**Issue:** The Services should determine whether new benefit, compensation, and bonus programs could be developed to more effectively retain experienced personnel as they reach mid career. Possible examples include providing children of Service members greater access to ROTC scholarship programs, expanding transferability of Montgomery GI Bill benefits to dependent children, and allowing additional enrollment opportunities for Montgomery GI Bill benefits.

**Response:** The Services are considering the practicality and viability of providing expanded benefits, educational and otherwise, to dependent spouses as well as children. Throughout the Coast Guard, these initiatives are ongoing considerations for Unified Legislative and Budgeting within the Office of Military Personnel.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.1.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: G-OCU, G-OPC G-OPD

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**Issue:** The Services should establish policies requiring sufficient time to be incorporated in pre-deployment training schedules allowing members to attend to personal affairs.

**Response:** Most Coast Guard units allow a 72-hour liberty period prior to deployment to attend to personal needs. Operational Commanders work well with their subordinates to establish a flexible working schedule to improve the working environment for cutters' crews who need to balance both military and family obligations. Also, a message is sent quarterly to announce the tentative departure and return dates for each deployment giving commands adequate planning time for personnel with special needs.

NOTE: It is extremely important to note the difference in the term "deployment" between the Coast Guard and other Department of Defense services. Depending on the size of the cutter, the Coast Guard rarely deploys its assets more than two or three months at a time.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.1.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: G-OCU, G-OPC, G-OPD

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**Issue:** As in our 2003 report, DACOWITS again recommends that, when possible, greater predictability be integrated into the deployment process.

**Response:** Increasing operational tempo and dynamic changes in world and domestic events make deployment schedules less predictable. However, commands usually give the crew a time window (usually 6-12 hours) where the unit is on a standby status. Coast Guard Commanding Officers receive a quarterly message from their Area Commanders advising them of their tentative departure and return deployment dates.

**NOTE:** Due to the nature of Coast Guard missions (largely response), many deployments take place with little or no advance notice. Thus, predictability is limited.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.2.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CGPC

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Issue: The Services should be encouraged not to deploy both parents of minor children simultaneously.

Response: Services should try to avoid deployment of both Service spouses, to the extent possible. The Coast Guard has a policy in its Personnel Manual (Article 4.A.8.d) which states: *“Except for recent Coast Guard Academy graduates, who should expect to complete their first tour afloat, the Coast Guard does not assign members married to Coast Guard members to simultaneous shipboard duty unless they volunteer for it and acknowledge in writing their awareness they potentially may lose BAH. The Service makes every effort to reassign ashore at the earliest opportunity one member of a recently married couple assigned afloat on different cutters and with dependents, subject to these considerations: the members' desires to remain assigned afloat; onboard relief, if required; and PCS funding constraints. Assignment officers reassign such members only after consulting with both members and their commanding officer(s).”* There remain, however, underway requirements for many ratings within the Coast Guard. Because of this, members must take responsibility for managing their careers and coordinating their required sea duty with their personal lives.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.2.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CGPC

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**Issue:** Single custodial parents and one member of a dual military couple with minor children should be exempt, with the approval of their commander, from stop-loss restrictions if their family situation is incompatible with continued military service.

**Response:** The Coast Guard does not currently employ a “stop-loss” policy, nor is such a policy anticipated in the foreseeable future.



**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.2.b.iii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-132

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**Issue:** New accession training about the effects and stresses of parenthood, and especially single parenthood in military Service, should be evaluated for its effectiveness.

**Response:** All new accessions (enlisted and officer) participate in discussions regarding life in the Coast Guard. Officer programs, specifically for cadets preparing to graduate from the Coast Guard Academy and officer candidates preparing to graduate from OCS, also include another discussion with spouses in an effort to prepare both members and spouses for life in the Coast Guard.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.2.b.vi**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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**Issue:** Although efforts have been made to increase the availability of childcare, DACOWITS reiterates its 2003 report recommendations with respect to childcare: that DoD increase its efforts to meet its goals of providing the currently estimated need of childcare spaces as identified by the office of Children and Youth, and that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.

**Response:** The Coast Guard continues to pursue many avenues to assist parents in arranging childcare and keeping the costs affordable. Along those lines, the Coast Guard has sought to increase subsidies to Coast Guard operated child development centers in order to keep our prices in line with DOD facilities. The Coast Guard and the Department of Defense have also entered into an agreement that allows Coast Guard and DOD members equal access to each services' child development centers.

To assist families who do not have access to Coast Guard operated child development centers and Family Child Care Homes, the Coast Guard is exploring the use of Title 10 U.S. Code Sec. 1798 and 1799 authority to partner with local civilian communities, along with increasing the coordination efforts of child care information and referral for members in geographically isolated areas.

A comprehensive Child Care Needs Assessment was recently conducted within the Coast Guard. Results are expected in the near future.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.3.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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- Issue:** Leadership should strongly support programs that promote family readiness. Letters should be mailed home to the families of all deploying Service members with information about anticipated deployment schedules, support programs, points of contact for legal affairs, financial issues, childcare options, psychological counseling and other available resources.
- Response:** Work-Life staffs at thirteen locations throughout the Coast Guard prepare and conduct pre-and post deployment presentations to all active duty members and act as support service points of contact for families during deployments. Ombudsmen, who work directly for Commanding Officers, also act as POCs for family members. Because of the relatively small size of the Coast Guard, as compared to our sister services, and the types of deployments common to Coast Guard operations, many of the communications-related issues troubling DoD family members do not affect Coast Guard families.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.3.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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**Issue:** The effectiveness of online sources of communication and information currently in use, such as Military One Source and similar Service programs, should be assessed.

**Response:** The Coast Guard does not participate in Military One Source. However, an employee assistance program is available to all members of the Coast Guard family via the department of Health and Human Services ([www.foh.dhhs.gov](http://www.foh.dhhs.gov)). Through this site, members receive information on a variety of topics pertinent to their personal and professional lives. Additionally, there are thirteen Work-Life centers throughout the Coast Guard. These centers, through professional counselors and trained Work-Life specialists, provide support to the field for a variety of programs including training, networking with local community (care providers, local support groups and other resources), measuring and evaluating effectiveness of programs, relocation and family advocacy, to name a few.

While usage by individuals is not tracked, websites and call centers are monitored for overall usage rates and volumes. This information is then used to enhance communication delivery efforts for the future.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.4.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-102, CG-111

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Issue:	The development and use of unit internet resources should be encouraged to promote access to family support services.
Response:	The Coast Guard employs a variety of technologies to keep family members connected during deployments. As previously mentioned, each of the thirteen Work-Life offices, as well as the Coast guard's Work-Life Office at headquarters has an internet site that is accessible to families. Also available is the contracted EAP (Employee Assistance Program) website and toll free number. Additionally, many individual cutters maintain unit websites that can be accessed by families during deployments.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.4.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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**Issue:** All services should continue outreach to family members, especially during deployment. Special consideration should be given to dual military spouses, families of single members and of individuals deploying independent of their unit.

**Response:** OMBUDSMEN and Employee Assistance Program Coordinators are very good at keeping families informed. They offer assistance in anyway possible while members are on patrol.

NOTE: Due to the nature of Coast Guard missions (largely response), many deployments take place with little or no advance notice. Thus, predictability is limited.

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: G-OCU, G-OPC, G-OPD

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Issue: Administrative requirements for returning personnel should be kept to a minimum.

Response: Typical deployments within the Coast Guard are:

1. Response – individual members or complete units respond to man-made or natural disasters or situations. Duration is typically hours to weeks in length
2. Planned patrol/mission – complete units deploy intact to fulfill a variety of Coast Guard missions. Duration is typically days to up to three months. Patrols are planned and announced to crew in advance.

Because the Coast Guard largely does not deploy in the DoD sense of the word, administrative requirements upon return from a deployment are virtually non-existent.

It is routine practice for commands to grant a “72” (3 days of time off) upon return to homeport following a deployment.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.5.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: G-OCU, G-OPC, G-OPD

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**Issue:** DACOWITS recommends that reunion and readjustment programs should include adequate time off for family and personal needs. Authorized leave for Guard and Reserve members should not be denied.

**Response:** The Coast Guard supports extended liberty or leave policies practiced by any operational Coast Guard unit. Most Coast Guard Reserve members who choose to serve their time underway have less flexibility than others who choose a land unit due to the standby and operational readiness status of the cutters.

Once an overseas deployment is complete and the ship returns to home port, the crew has approximately 1-2 weeks time off to reestablish their family relationships and take care of personal needs. They return to the ship for duty days, but have liberty during non-watchstanding days. Chaplains have been made available (i.e. sails from last port of call to homeport with crew) to provide "reunion" counseling to active duty personnel assigned to cutters.



**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.5.b.iii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-112

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**Issue:** Services should enforce existing policy that requires mental health screening for all personnel upon return from contingency deployments.

**Response:** Policy establishing the requirement for a Post Deployment Health Assessment (PDHA) to be completed on every redeploying Coast Guard member, to include Reservists serving on active duty for 30 days or more was implemented in May 2003. This requirement will be further published as permanent policy in the new Deployment Medicine Chapter (Chapter 6) of the Coast Guard Medical Manual (COMDTINST M6000.1B(series)). The PDHA contains a mental health screening which would trigger a referral for further evaluation if a screening question is answered positively and thereby identifying a need. Currently, Commanding Officers of all returning Coast Guard members (both active duty and reserve) are responsible for ensuring that the PDHA is completed. A copy of the completed PDHA is forwarded to Deployment Surveillance at the Army Medical Surveillance Activity with the original placed in the member's medical record.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Deployment  
Recommendation B.7.b**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-12B

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**Issue:** The Services should address and provide for privacy concerns and uniquely female requirements when possible.

**Response:** Personal privacy issues are a great concern for all Coast Guard members. For women, the issues are usually more personal (medical and feminine hygiene issues) and more sensitive due to women's status as a minority component of the military than are men's concerns. Cutters deploy with adequate supplies of birth control pills and feminine hygiene products on board. Additionally, Coast Guard cutters must have adequate and separate berthing and hygiene areas to accommodate both genders in order for women to be assigned aboard.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.1.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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**Issue:** The Secretary of Defense codify the Zero Tolerance policy on sexual assault in a DoD Directive and that the Service Secretaries and Service Chiefs promulgate service specific Zero Tolerance policies.

**Response:** Specific zero tolerance policies are outlined in Commandant Instruction 1754.10B, *Reporting and Responding to Rape and Sexual Assault Allegations*, Section 7. Policy: “Sexual assault violates the Coast Guard’s core values and will not be tolerated. All members of the Coast Guard shall foster an environment that does not excuse, tolerate, or mitigate sexual assault. . .”

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.1.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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Issue: Commanders at every level must clearly state and widely disseminate Zero Tolerance policies.

Response: Zero tolerance policies are disseminated via annual, “all hands” training at each unit and at each accession point in the Coast Guard, in accordance with Commandant Instruction 1754.10B, *Reporting and Responding to Rape and Sexual Assault Allegations*

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.2.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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|-----------|---|
| Issue:    | The new definition of sexual assault as promulgated by the Task Force for Sexual Assault Prevention and Response be quickly incorporated into the UCMJ and be used consistently in training, in data collection and by military law enforcement authorities.  |
| Response: | The Coast Guard participated in the DoD Task Force that crafted the definition of Sexual Assault pursuant to the National Defense Authorization Act for fiscal year 2005. The revised definition of sexual assault will be reflected in the revision of Commandant Instruction 1754.10B, <i>Reporting and Responding to Rape and Sexual Assault Allegations</i> and in revised trainings. The Coast Guard does not believe that incorporating the definition into the UCMJ is necessary or desirable. |

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.4.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111, CG-2-CGIS,  
G-LGL

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Issue: DACOWITS recommends that commanders must fully enforce Zero Tolerance policies and prosecute sexual assault offenses to the fullest extent of the law.

Response: The Coast Guard concurs that commanders must not tolerate sexual assault. *Reporting Rape and Sexual Assault*, COMDTINST 1754.10B, dictates that all personnel must report all incidents to their commands and the commands are required to take prompt action. Included in a command's action is referring the case to Coast Guard Investigative Service, Employee Assistance Program Coordinator, and a medical center to gather evidence, provide support and start the investigation to ensure the best possible case to prosecute the accused.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.4.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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- Issue:** Before proceeding with any potential administrative punishment of the victim for possible wrongdoing in connection with a sexual assault incident, commanders should always consider awaiting the outcome of the sexual assault investigation and prosecution.
- Response:** Per Commandant Instruction 1754.10B, *Reporting and Responding to Rape and Sexual Assault Allegations*, commanders are limited to low-level administrative punishment of the victim when the victim's wrong-doing is related to alcohol use or abuse in connection with the assault. Coast Guard commanders are strongly encouraged to withhold any administrative action against the victim until the outcome of the sexual assault investigation.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.6.b**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111, CG-132

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**Issue:** Special efforts must be made to reach the junior ranks regarding resources available, e.g. information campaigns directly targeting Service members in their living quarters, as well as work and social environments.

**Response:** The Coast Guard uses annual, “all hands” training at every unit and every accession point to market resources and information. There is no system in place for reaching service members in their living quarters or other environments outside of work.

Specific information regarding Coast Guard Academy program: Immediately upon accessing to CGA, and throughout the four year program, there is an aggressive training program concerning sexual assault and resources available to victims. On day two, both the counselors and chaplains have an hour each to discuss their availability to the more junior cadets. As part of the 200 week training program, over 8 sessions are required, including the accession summer, prior to deployment in the fleet, and upon graduation with Work-Life personnel. Additionally, the cadets have an organization, Cadets Against Sexual Assault, the has a membership of ~75 cadets, 8% of the Corps of Cadets, which is very active in the Corps of Cadets.



**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.7.b.i**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-122

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**Issue:** DACOWITS recommends that comprehensive training on sexual assault should be an integral and ongoing part of Professional Military Education for all levels, enlisted through General Officers, especially in commander and leadership courses.

**Response:** Per Commandant Instruction 1754.10B, *Reporting and Responding to Rape and Sexual Assault*, Coast Guard General Military Training (GMT) includes training on sexual assault. Additionally, senior enlisted personnel completing the Chief Petty Officer Academy and all prospective commanding officers/executive officers/officers in charge and executive petty officers receive command level instruction on sexual assault awareness and prevention in their respective command leadership courses.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.7.b.ii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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- Issue: Training should emphasize that sexual assault is a crime that will be prosecuted to the fullest extent of the law, and should be delivered in the context of the core values of military Service and the mission requirements of unit cohesion and readiness.
- Response: Coast Guard sexual assault training is delivered in the context of the Coast Guard's core values of honor, respect, and devotion to duty. However, current research indicates that presenting sexual assault training to predominately male audiences should NOT emphasize criminal aspects or punishment of perpetrators. Male audiences have proven to be more receptive to open, honest discussions about sexual assault when they are addressed as concerned bystanders, not potential criminals. See, for instance, [Tough Guise: Violence, Media, and the Crisis in Masculinity](#) (2000), [Wrestling With Manhood](#) (2002) and [Spin the Bottle: Sex, Lies and Alcohol](#) (2004).

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.7.b.iii**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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- Issue:** Using the official definition of sexual assault, training should clearly instruct on what sexual assault is and is not. The importance of Service members taking responsibility for their own and each other's safety and well-being should be an integral part of this training. Alcohol use should be emphasized as a serious risk factor.
- Response:** Per Commandant Instruction 1754.10B, *Reporting and Responding to Rape and Sexual Assault*, the term "sexual assault" is clearly defined, and the role of alcohol, as both a risk factor and predatory drug, is emphasized. Responsibility and safety for one's self and others is a message that is inherent to the core values of the Coast Guard, and is woven throughout the sexual assault "all hands" training.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.7.b.iv**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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Issue: Sexual assault training should not be coed in order to facilitate forthright discussion and understanding.

Response: Training on sexual assault awareness and prevention is conducting in the Coast Guard in mixed gender groups.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.7.b.v**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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- Issue:** Sexual assault training should cover the procedures and resources available to victims following a sexual assault, particularly at the junior grades. Service members should be instructed to seek immediate medical attention after an assault for both their own care and to enable authorities to collect the evidence necessary for prosecution. The full range of civilian and military resources should be clearly delineated, so that Service members understand that they can seek help at civilian hospitals and from civilian law enforcement in addition to their options within the military.
- Response:** Per Commandant Instruction 1754.10B, *Reporting and Responding to Rape and Sexual Assault*, all hands, including medical personnel, watch standers, OOD's, etc., are instructed on procedures and resources for victims after an assault, including military and community resources, protection of evidence, etc. Because many of our units are located in small, rural areas or in areas with no DoD military medical facilities, Coast Guard members are comfortable with using community resources for a variety of medical and personal needs.

**U. S. Coast Guard Response for  
DACOWITS 2004 Report**

**Sexual Assault  
Recommendation C.7.b.vi**

Prepared by  
Coast Guard Headquarters  
July 2005

Action Office: CG-111

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**Issue:** Educational awareness efforts should include an information campaign utilizing posters, pocket cards and other media to convey such specific programs, agencies, names, addresses and phone numbers offering assistance to victims of sexual assault.

**Response:** The Coast Guard's revised policy on reporting and responding to rape and sexual assault allegations was released in April 2004. The roll out of the policy along with the newly mandated annual training has heightened awareness within the Coast Guard on this very important topic. Program information is available through a variety of in-person and on-line resources. If, in the future, an enhanced awareness campaign is necessary, the Coast Guard will consider all available means including posters, pocket cards and other media.

**DEPARTMENT OF DEFENSE  
HEALTH AFFAIRS  
RESPONSE TO THE 2004 DACOWITS  
REPORT**





THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

JUL 14 2005

HEALTH AFFAIRS

MEMORANDUM FOR DEFENSE ADVISORY COMMITTEE ON WOMEN  
IN THE SERVICES

SUBJECT: Department of Defense-Health Affairs Response to the 2004 Defense  
Advisory Committee on Women in the Services (DACOWITS) Report

We have been requested to respond to the 2004 DACOWITS Reports' specific recommendation, "Services should enforce existing policy that requires mental health screenings for all personnel upon return from contingency deployments."

The attached Department of Defense (DoD) policy memorandum dated April 22, 2003, "Enhanced Post-Deployment Health Assessments," addresses post-deployment health assessments, implementation, and responsibility.

All active duty Service personnel including Guard and Reserve deployed to contingency deployments will complete the Post-Deployment Health Assessment and be seen by a trained health care provider. The provider will discuss responses to the questionnaire, physical and mental health concerns, environmental exposures, etc. The health care provider will evaluate the needs of the Service member and arrange for appropriate follow-on care.

Each Service has implementing policy placing primary responsibility for this program on the unit commander. As stated in the policy, "Commanders are responsible for ensuring complete redeployment processing of their personnel and helping each individual to make a smooth post-deployment transition." Recent tracking by the Army Medical Surveillance Activity which oversees this data collection across the DoD documents that an overwhelming majority of Service personnel are going through this process as part of their return home.

We continue to acknowledge and support the work of the Committee in their efforts to identify health care concerns for U.S. Service members and their families. My point of contact is Captain Katherine Surman, (703) 681-1703, [Katherine.surman@ha.osd.mil](mailto:Katherine.surman@ha.osd.mil).

*Signed*

William Winkenwerder, Jr., MD

Attachments:  
As stated





UNDER SECRETARY OF DEFENSE 4000'  
DEFENSE PENTAGON WASHINGTON, D.C. 20301-  
4000

APR 22 2003

PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY  
DEPARTMENTS COMBATANT COMMANDERS  
DIRECTOR OF THE JOINT STAFF

SUBJECT: Enhanced Post-Deployment Health Assessments

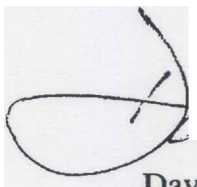
In response to national interest in the health of deployed personnel, combined with the timing and scope of current deployments, I am directing enhancements to our current post-deployment health assessment program.

The attachment to this memorandum provides additional policy guidance for accomplishing enhanced post-deployment health assessments for all current and future deployments. Military Departments will update their procedures for implementation and monitoring of this guidance, including a quality assurance program to ensure each redeploying servicemember receives a thorough post-deployment health assessment and related health care.

This is a commander's program. Commanders are responsible for ensuring complete redeployment processing of their personnel and helping each individual to make a smooth post-deployment transition. Since deployment health concerns often evolve over time, commanders must facilitate and encourage returning servicemembers to visit with health care providers to ensure that all deployment-related health concerns are properly addressed.

The attached policy guidance will be implemented within 30 days of the date of this memorandum. Please provide a copy of your implementation plans and quality assurance procedures to the Assistant Secretary of Defense for Health Affairs within 15 days.

Thank you for your personal involvement in these important initiatives, as well as your continuing support of our collective efforts to protect the health of our deployed forces.



David S. C. Chu

Attachment:  
As stated

## ATTACHMENT

### Enhanced Post-Deployment Health Assessments

#### References:

- (a) DoD Instruction 6490.3 "Implementation and Application of Joint Medical Surveillance for Deployments," 7 August 1997
- (b) 10 USC 1074f, "Medical tracking system for members deployed overseas," 18 November 1997
- (c) ASD(HA) Memorandum, "Policy for Pre- and Post-Deployment Health Assessments and Blood Samples," 6 October 1998 (HA Policy 99-002)
- (d) ASD(HA) Memorandum, "Updated Policy for Pre- and Post-Deployment Health Assessments and Blood Samples," 25 October 2001 (HA Policy 01-017)
- (e) JCS Memorandum, "Updated Procedures for Deployment Health Surveillance and Readiness," 1 February 2002 (MCM-0006-02)
- (f) DoD Instruction 1241.2, "Reserve Component Incapacitation System Management," 30 May 2001

The above references detail current policies, which shall be implemented with the following additional guidance in accomplishing enhanced post-deployment health assessments for all personnel returning from deployments, as defined in reference (e). These policies also apply to all sea-based personnel in theater supporting combat operations for Operations Iraqi Freedom and Enduring Freedom. The revised DD Form 2796 is attached.

During the redeployment process; the Military Departments shall ensure that each returning individual has a face-to-face health assessment with a trained health care provider (physician, physician assistant, nurse practitioner, independent duty corpsman, independent duty medical technician). This assessment will include discussion of: (1) the individual's responses to the health assessment questions on the revised DD Form 2796; (2) mental health or psychosocial issues commonly associated with deployments; (3) special medications taken during the deployment; and (4) concerns about possible environmental or occupational exposures. Positive responses require use of supplemental assessment tools (available at <http://www.pdhealth.mil>) and/or referrals for medical consultation. The provider will document concerns and referral needs and discuss resources available to help resolve any post-deployment health issues, both near-term and in the future based upon DoD guidance such as that reflected in the Post-Deployment Health Clinical Practice Guideline (PDH CPG). The original completed DD Form 2796 will be maintained in the individual's permanent medical record. Copies (paper or electronic) will be sent to the Army Medical Surveillance Activity.

In addition, as a part of the redeployment process, a blood sample will be obtained from each individual no later than 30 days after arrival at a demobilization site or home station and forwarded to the DoD Serum Repository using the existing trans-shipment centers. Blood samples for individuals separating from active duty (including National Guard and Reserve members who are demobilizing) should be obtained during demobilization. The blood sample is generally accomplished as an HIV test, but it may be sent to the Repository with the same processing and documentation without HIV testing if not clinically indicated. Other post-deployment testing, treatment, and medical threat de-briefings will be accomplished as required according to current policies, such as in reference.(e).

Within 30 days of returning to a demobilization site or home station for all redeploying individuals, the Military Departments shall ensure that copies of pre- and post-deployment health assessment forms (DD Forms 2795 and 2796), documentation of theater health care encounters, and any indications of significant theater environmental and occupational exposures are incorporated into the individual's permanent medical record. Each individual with indicated health referrals or concerns should meet with a health care provider for evaluation of deployment-related health issues using the tools and protocols of the PDH CPG (see <http://www.pdhealth.mil/>). This evaluation will ideally be conducted by the individual's primary care manager/team (or other authorized provider) and should be documented using the PDH CPG diagnostic ICD code V70.5\_\_6.

Post-deployment follow-up care for National Guard and Reserve members should be coordinated through their reserve unit. Reserve members no longer on active duty who have deployment-related health concerns, should initiate contact with their reserve unit or a Department of Veterans Affairs medical facility. Members requiring a more detailed medical evaluation or treatment shall (with the member's consent) be retained on active duty pending resolution of their medical condition, or may be ordered to active duty (with the member's consent) in accordance with reference (f).

This policy does not change medical evaluation requirements for National Guard and Reserve members being released from active duty. Upon their release from active duty, all reserve component members must have copies of completed DD Forms 214, 2697, and 2796. Also, since most redeploying National Guard and Reserve members will be released from active duty, it is critical that documentation of deployment health care encounters be placed in each member's permanent medical record, and that they be made aware of how to access follow-up care for service-connected health issues.

**DEPARTMENT OF DEFENSE  
RESERVE AFFAIRS  
RESPONSE TO THE 2004 DACOWITS  
REPORT**





ASSISTANT SECRETARY OF DEFENSE 1500  
DEFENSE PENTAGON WASHINGTON, DC 20301-  
1500

JUL 5 2005

RESERVE AFFAIRS

MEMORANDUM FOR PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE FOR  
PERSONNEL AND READINESS

SUBJECT: Defense Department Advisory Committee on Women in the Services  
(DACOWITS) 2004 Report

Thank you for the opportunity to review the Defense Department Advisory Committee on Women in the Services 2004 Report. The report addresses many issues that are of concern to Reserve component members and their families.

We have reviewed the report and my responses to specific recommendations are attached. We are pleased to see that members of the Guard and Reserve are included in the research conducted by the committee, and that their concerns are integrated and highlighted throughout the report.

My point of contact for this action is Lieutenant Colonel Nilda E. Urrutia, who may be reached at 703-693-8626.

*Signed*

T. F. Hall

Attachment:  
As stated



**Defense Department Advisory Committee on Women in the Services (DACOWITS)  
2004 Report**

**OSDIRA Responses to Specific Recommendations:**

Recommendation 6.b.i. "Additional employer incentive programs should be created to encourage hiring and support of Guard and Reserve members. Incentives could include tax benefits."

**Response:** Currently, the Department is conducting a study to determine the effects of the increased use of the Reserve components on the civilian employers of Guard and Reserve members. This study includes a survey of employers to identify programs that address their most important and of greatest concern to them. Until that study is complete, it is premature to recommend instituting any employer incentive programs, to include tax benefits, until we are able to determine the effective they will have on enhancing employer support.

Moreover, a number of legislative proposals that would provide tax incentives to employers of mobilized Reserve component members have been introduced in recent years. These have included: Differential Pay Tax Credit, Replacement Employee Tax Credit, and the Ready Reserve-National Guard Employee Credit & Replacement Employee Credit. Since these proposals would result in amendments to the Internal Revenue Code and would affect revenues, the Department must defer to the Department of Treasury.

**Recommendation 6.b.ii.** "Mobilized Guard and Reserve members whose civilian jobs were eliminated should be given priority to remain on Active status when possible."

**Response:** This recommendation appears technically flawed. The term "active status" means to serve as a member of the Ready Reserve or Standby Reserve - active status. In other words, it means to continue to serve as a Reserve component member as a traditional Guard or Reserve member. If the recommendation contemplates remaining on "active duty," then it should be stated as such. While we do not object to the basic concept of giving Guard and Reserve members the opportunity to remain on active duty, it must be consistent with the needs and manning requirements of the Service.

Each of the Services has implemented policies and procedures that allow members of the Reserve components (RC) to apply for enlistment or appointment into the Regular (active duty) force. However, these policies are directly related to the needs of the Service in terms of specialty requirements, on-going force shaping efforts, and funding. Because of that, the Air Force recall program is currently closed except for a few critical skills. The Air National Guard and the Air Force Reserve provide the opportunity for an individual to apply for retention on AD based on hardship reasons, only if they are being demobilized earlier than originally projected, and only up to their orders expiration date.

The Navy's recall program, as they move toward a more technical force, is influenced by the ability to attract people into those more technical fields. In contrast, the Army is facing recruitment shortfalls and has instituted new policies and procedures for the voluntary enlistment and transfer of mobilized RC Soldiers into the Regular Army. These changes are designed to ensure a seamless transfer from their RC status into active duty, and allow soldiers to apply at anytime within six months of their projected demobilization/release date, while mobilized at the demobilization station, or while on leave after processing through a demobilization station.

Moreover, simple elimination of a job may not relieve an employer of his or her responsibility under the Uniformed Services Employment and Reemployment Rights Act (USERRA), Chapter 43 of Title 38, U. S. Code. USERRA seeks to ensure that members of the uniformed services are entitled to return to their civilian employment upon completion of their service, and they are reinstated with the seniority, status, and rate of pay they would have obtained had they remained continuously employed by their civilian employer. The law also protects individuals from discrimination in hiring, promotion, and retention on the basis of present and future membership in the armed services. It applies almost universally to all employers-including the federal government-regardless of the size of their business, and it protects part-time positions, unless the employment is for a brief, non-recurring period and is not expected to last indefinitely or for a significant period. However, it does not protect independent contractors and others considered to be self-employed.

**DEPARTMENT OF DEFENSE  
MILITARY COMMUNITY AND FAMILY  
POLICY  
RESPONSE TO THE 2004 DACOWITS  
REPORT**







PERSONNEL AND  
READINESS

THE OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-4000



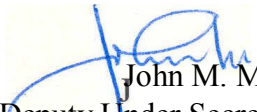
**JUL 14 2005**

MEMORANDUM FOR DIRECTOR, DEFENSE DEPARTMENT ADVISORY  
COMMITTEE ON WOMEN IN THE SERVICES

SUBJECT: Defense Department Advisory Committee on Women in the Services 2004  
Report - Response to Recommendations

Our responses to the findings relevant to the Military Community and Family  
Policy Office are at Tab A. If you have any questions, please contact Ms. Karen Morgan,  
Office of Children and Youth, at (703) 693-5049 or [Karen.Morgan@osd.mil](mailto:Karen.Morgan@osd.mil).

Sincerely,

  
John M. Molino  
Deputy Under Secretary of Defense  
(Military Community and Family Policy)

**B.2.a.**  
**Findings:**

Children are often adversely affected by parental deployments. This is particularly acute in single parent and dual military families where both parents are deployed, or when the non-deployed spouse works extended hours or nights. The problems experienced by young children include insecure attachment., confusion and feelings of loss. School-aged children and teens often exhibited higher incidence of discipline problems, declining academic performance and fear of loss.

Service members and spouses expressed concerns about the availability of childcare during deployment, with the greatest problems occurring in dual military and single parent families.

**B.2.b.iv.**

**Recommendation:** Future Status of the Forces surveys of the Active Duty and Reserve components should include questions to determine the effects of deployment on the children of Service members.

**Response:** Questions pertaining to the effects of deployment on children have been included in recent Status of the Force surveys. Questions in the Reserve November 2004 and Active Duty December 2004 surveys included concerns about reestablishing a good relationship with children upon return from deployment and problems for children during deployment. The Active Duty March 2005 survey included multiple questions about the impact of deployments on children.

**B.2.b.v.**

**Recommendation:** A survey similar to the 2000 Survey of Spouses should be conducted in the coming year. It should include questions about the effects of deployment of families, with special emphasis on children.

**Response:** A Survey of Spouses will be conducted this year. The draft survey includes an entire section on the impact of deployments on families. Questions will determine what families do to prepare for deployments, what problems are encountered during deployments, what emotional changes occur, how children cope, if deployments affect retention, the financial impact, and what can be done to provide families with more support.

**B.2.b. vi.**

**Recommendation:** Although efforts have been made to increase the availability of childcare, DACOWITS reiterates its 2003 report recommendations with respect to childcare: that DoD increase its efforts to meet its goals of providing the currently estimated need of childcare spaces as identified by the Office of Children

and Youth, and that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.

**Response:** The DoD is committed to providing our families with the emotional support and services necessary to balance the competing demands of military and personal life. Recent efforts to ameliorate the stress caused by war on Service members and their families are underway. The Department of Defense is aggressively pursuing emergency interventions to increase child care for parents.

Funding was increased for child care by \$44.4M in FY04 to provide extended services to cover non-traditional work shifts and deployments. Many child care centers are now open for additional hours, "in-home care" is being subsidized to a greater extent and "satellite homes" have been created to extend services to families. Operation: Military Child Care (OMCC) provides financial relief and assistance locating quality child care for eligible military families who do not have access to the Department of Defense's on-base child care options. Efforts are underway to collaborate with local schools and civilian agencies to expand services.

#### **B.3.b.ii.**

**Finding:** Keeping families well informed during pre-deployment and during deployment was a common concern. The hectic pace of pre-deployment often hindered good family communication and spouses felt that they did not receive adequate information. Lack of communication during deployment was a major concern for family members.

**Recommendation:** The effectiveness of online sources of communication and information currently in use, such as Military OneSource and similar Service programs, should be assessed.

#### **Response:**

- . Military OneSource provides families with immediate access to professionals trained to listen and assess any number of situations for the best intervention. Support is particularly important for young families seeking solutions for every day problems such as - child care, children's education, relocation, or even a plumber.
- . The effectiveness of the services provided is obtained through continuous evaluations via individual users' feedback and monthly usage and satisfaction level reports.
- . Survey data collected between August 2003 and April 2005 resulted in the following:

- Satisfaction with Cases (a case is an on going project/issue of the patron)
  - Overall quality - 96.2%.
  - Use Services again - 93.8%
  - Would Recommend - 95.4%
- Satisfaction Materials
  - Overall quality - 99.1 %
  - Satisfaction with materials - 98.1 %
- Satisfaction of Service
  - Reduced Stress - 89.7%
  - Quality of Life - 89.8%
- Satisfaction with Online
  - Overall quality - 98%
  - Use again - 95.7%
  - Would recommend - 95.4%

In addition to on-line service, Military OneSource provides toll-free information and referral telephone services to active duty, Reserve and National Guard military members and their families worldwide. Written materials are also available on a variety of topics and issues.

**DEPARTMENT OF DEFENSE  
MILITARY PERSONNEL POLICY  
RESPONSE TO THE 2004 DACOWITS  
REPORT**





OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

PERSONNEL AND  
READINESS

**ACTION MEMO**

July 2, 2005, 11 :00 AM

FOR: PDUSD (Personnel and Readiness)

FROM: Mr. Bill Carr, Acting, DUSD, MPP

7 JUL 05

SUBJECT: DACOWITS 2004 Report Response

- The attachment at Tab A responds to PDUSD (P&R) request for written responses to the Defense Department Advisory Committee on Women in the Services (DACOWITS) 2004 Report.
- DUSD, MPP was tasked to respond on recommendations A.3.iii, A.3.iv, A.3.v, B.2.b.i, B.2.b.ii, and B.8.b. The tasking memorandum and respective DACOWITS recommendations are at Tab B.

RECOMMENDATION: Approve the comments for forwarding to the DACOWITS by initialing below.

\_\_\_\_\_ Approved

\_\_\_\_\_ Disapproved

\_\_\_\_\_ Other

COORDINATION: Tab C.

Attachments:  
As Stated

Prepared By: Sam Retherford, OEPM, 695-6461

## MPP RESPONSES

**Report Recommendation A.3.iii:** *The Services should develop Leave of Absence/Sabbatical programs as a means of increasing retention rates, such as the proposed Navy Surface Warfare Officer Sabbatical and the Coast Guard's existing Care for Newborn Children and Temporary Separation Programs. Support should be given to the legislative authority to execute these programs.*

**DUSD. MPP Response:** Department policy (DoDI 1315.18) is that for 4 months after the birth of the child, a military mother shall be deferred from assignment to a dependent restricted overseas tour or an accompanied overseas tour when concurrent travel is denied. The same deferment also applies to deployments on TDY or temporary assignment away from permanent duty station or homeport.

The Department's legislative proposal for authorizing leaves of absence for self-improvement was disapproved by the Office of Management and Budget in March 2004 and was not submitted for FY 2005 legislation. The Department did not resubmit the legislation in 2005 due to objections from OMB. OMB believes, "there is no compelling reason, at a time of strained manpower resources, for Service members to be away...on (extended) personal leave," to warrant a resubmission. Further, the Air Force and Navy are bringing down their end strength; and the Army and Marine Corps are straining to accumulate sufficient personnel resources to support current needs associated with the war on terrorism. Because of these immediate circumstances, extended leaves of absence and sabbaticals are in the near term-problematic. The Department will reevaluate this proposal next year.

**Report Recommendation A.3.iv:** *The Services should reexamine the use of "optional career paths" to accommodate changes in personal goals, particularly for officers.*

**DUSD. MPP Response:** The Services are aware of the ongoing RAND study, which is examining officer career paths and tenure in positions. Further, Department leadership recently discussed the vision for the future of officer management and development with Service leadership and personnel chiefs. The USD (P&R) conducted a recent forum on May 19, 2005, with OSD and Service personnel leadership, which allowed RAND and the Services to present concepts and proposals for future career management. These proposals were mostly focused on officers but in many cases included enlisted and the civilian complements.

The RAND study draft report will be available to the Department in September 2005. We will provide the draft report to the Services for comment at that time.

## MPP RESPONSES

**Report Recommendation A.3.v:** *The Services should determine whether new benefit, compensation, and bonus programs could be developed to more effectively retain experienced personnel as they reach mid career. Possible examples include providing children of Service members greater access to ROTC scholarship programs, expanding transferability of Montgomery GI Bill benefits to dependent children, and allowing additional enrollment opportunities for Montgomery GI Bill benefits.*

**DUSD. MPP Response:** The Department believes that the current bonus authority is appropriate and sufficient. In regard to examples provided, the Services presently have the authority to conduct Montgomery GI Bill transferability. Likewise, the Services have management oversight of their respective Service academies and ROTC Scholarship programs. There are many other initiatives such as tempo pay for deployment beyond Service norms that are being reviewed. The recommendations of the Defense Department Advisory Committee on Military Pay and the upcoming 10th Quadrennial Review of Military Compensation should provide some additional insights. These reports will be made available to the DACOWITS upon approval for release.

**Report Recommendation B.2.b.i:** *The Services should be encouraged not to deploy both parents of minor children simultaneously.*

**DUSD. MPP Response:** Department policy is that military couples and single parents are expected to fulfill their military obligation on the same basis as other members of the Armed Forces. They are eligible for worldwide duty and all assignments for which they qualify, including assignments to imminent danger or hostile fire areas. Single parents and military couples are required to have current and viable family care plans to provide parent-like care for their dependents when the requirements of the Military Service require them to leave their family behind.

All Service members may request combat deferment or exemption under written instructions prescribed by the Military Service concerned. A Service member submitting an application for deferring or exempting from his or her assignment should be retained in place until action on his or her application is finalized.

**Report Recommendation B.2.b.ii:** *Single custodial parents and one member of a dual military couple with minor children should be exempt, with the approval of their commander, from stop-loss restrictions if the family situation is incompatible with continued military service.*

**DUSD. MPP Response:** Department policy is that when a Service member has a family care plan that becomes non-viable, Commanders shall require the member to develop another care plan. To assist members in finding an alternative care plan, Commanders



## MPP RESPONSES

shall consider approving leave for the member, or help the member apply for a humanitarian reassignment, depending on the duration and severity of the problem. If the member cannot or shall not develop an adequate dependent care plan, the Commander shall process the member for separation in accordance with applicable Service regulations.

**Report Recommendation B.8.b:** *As in the 2003 report, DACOWITS again recommends that the Department provide guidance to the Services to maintain relevant standardized data for effective personnel policy. Data collection and analysis should include information on the reasons for non-deployment and evacuation, as well as statistics on non-deployable member and early returnees by rank and gender.*

**DUSD. MPP Response:** The SECDEF Annual Defense Report previously included standard data on non-deployable members by reason and gender. This information was no longer required and was discontinued in the 2002 and subsequent annual reports. Services still collect and analyze the relevant data on non-deployable members, personnel evacuation, and early returnees, and indicated that they can provide these data if asked.

**DEPARTMENT OF DEFENSE  
DMDC  
RESPONSE TO THE 2004 DACOWITS  
REPORT**



## INFO MEMO

July 19, 2005 5:00 PM

FOR: Director, Defense Advisory Committee on Women in the Services (DACOWITS)

FROM: Jeanne B. Fites, Deputy Under Secretary of Defense (PI) 1 JUL 18 2005

SUBJECT: DMDC Survey Division's Response to 2004 DACOWITS Report

- . DMDC's Survey Division has the following responses to the recommendations in the 2004 report:
  - . Retention (A1.i, A2.i) - DACOWITS recommended the Services examine the reasons for the discrepancy between reported intentions and actual retention of married officers with children and that future Status of the Forces (SOF) and exit surveys ask questions focused on factors that make balancing military service and family responsibilities a challenge.
  - . DMDC has initiated work to look at the relationship between stated retention intention and actual behavior. We can provide you the preliminary results of our work, and we will keep you informed of our progress.
  - . DMDC will have a limited amount of information related to balancing work and personal life from the March 2005 active-duty SOF survey which will be delivered to DACOWITS as soon as it is available. Based on DACOWITS' input, DMDC added Hot Button items on this topic to the August 2005 active-duty survey. In addition, DMDC will include such items on the upcoming surveys of spouses of active duty and Reserve component members. A draft of these will be forwarded to DACOWITS for review later this month. DMDC anticipates fielding these surveys in late Summer/early Fall 2005.
  - . DMDC does not currently have any plans for exit surveys. The last exit survey conducted by DMDC was in 2000. Results are available at the survey Web site (<https://www.hrm.osd.mil/appjlhsap/>).
- . **Deployment (B2.iv, B2.v, B3.ii)** - DACOWITS recommended future SOF surveys and surveys of military spouses include questions to determine the effects of deployment on the children of Service members and that the effectiveness of online sources of communication and information currently in use, such as Military One Source, be assessed.
- . DMDC included questions on the effects of deployment on children on the March 2005 active-duty SOF survey; as space allows, DMDC will include such questions on the next SOF survey of Reserve component members. In addition, DMDC will include such items on the surveys of spouses of active duty and Reserve component members.

- . DMDC has included questions on the access to, knowledge of, and use of Military One Source on its active duty and Reserve component SOF survey and will include related items on its spouse surveys. In addition, items related to communications while deployed have previously been included on active duty and Reserve component SOF surveys. Results from SOF surveys are reported in survey tabulation volumes previously delivered to DACOWITS.
- **Sexual Assault (C2.ii)** - DACOWITS recommended the new definition of sexual assault as promulgated by the Task Force for Sexual Assault Prevention and Response be incorporated in data collection/survey items.
  - . In light of the new definition of sexual assault, DMDC will review the sexual harassment surveys to evaluate whether our survey items measure the sexual assault construct correctly. The next sexual harassment survey of active duty members is scheduled for Winter 2006.
- . DACOWITS refers to the May 2003 Reserve component SOF survey results regarding income change as a result of deployment (page 37-39). DMDC recommends these numbers be updated to reflect the results from the May 2004 Reserve component SOF survey.
- . DMDC's Survey Division looks forward to continuing to support the DACOWITS on these and related topics.

Prepared by: Anita R. Lancaster and Rachel N. Lipari, DMDC, 696-5837/1125

**DEPARTMENT OF DEFENSE  
JTF-SAPR  
RESPONSE TO THE 2004 DACOWITS  
REPORT**





OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000



PERSONNEL AND  
READINESS

**ACTION MEMO**

May 11, 2005, 7:45 AM

FOR: DEPUTY UNDER SECRETARY OF DEFENSE (PLANS)

FROM: Brigadier General K. C. McClain, CDR, JTF -SAPR

SUBJECT: Review of the Department of Defense Advisory Committee on  
Women in the Services (DACOWITS) 2004 Report

- TAB B is the Department of Defense Advisory Committee on Women in the Services (DACOWITS) 2004 Report.
- JTF -SAPR staff has reviewed this report and has provided recommended comments for your consideration at TAB A.

RECOMMENDATION: Sign the memo at TAB A.

COORDINATION: None

Attachments:

As stated

Prepared by: COL Patrick Cassidy, JTF-SAPR, 703-696-9423

# **Review Comments on the Department of Defense Advisor Committee on Women in the Services (DACOWITS) 2004 Report**

## **Zero Tolerance Policy**

### **DACOWITS Recommendation C.1.b.i.**

DACOWITS recommends that the Secretary of Defense codify the Zero Tolerance policy on sexual assault in a DoD Directive and that the Service Secretaries and Service Chiefs promulgate service-specific Zero Tolerance policies. We find the Army policy dated 7 April 2004 to be an excellent example.

### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.1.b.i. has been met by the following DoD initiatives.

The Secretary of Defense issued a memorandum referencing DoD's Zero Tolerance on 30 April 2004 to Commanders of the Combatant Commands. More recently, on 3 May 2005 Secretary of Defense Rumsfeld issued a memorandum on Sexual Assault Prevention and Response. It was distributed to all DoD elements. The memorandum stated that DoD does not tolerate sexual assault of any kind and it called upon all leaders civilian and military-to maintain a workplace environment that rejects sexual assault and attitudes that promote such behaviors.

In January 2005, DoD announced the issuance of 11 Directive-Type Memorandums (DTMs) as the first step of a comprehensive, consistent sexual assault prevention and response policy. The twelfth DTM on Confidentiality was issued on 16 March 2005. The DTMs have been incorporated into a DoD Directive on Sexual Assault Prevention and Response which was placed in formal coordination on 28 May 2005 and is expected to take effect late May/early June 2005. The DoD Directive clearly states that DoD does not tolerate sexual assault of any kind. The Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense.

### **DACOWITS Recommendation C.1.b.ii.**

Commanders at every level must clearly state and widely disseminate Zero Tolerance policies

#### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.1.b.ii. has been met by the following DoD initiatives.

The memorandum on Sexual Assault Prevention and Response issued by Secretary Rumsfeld on 3 May 2005, in conjunction with the DoD Directive clearly state that DoD does not tolerate sexual assault of any kind. The 3 May Sexual Assault Prevention and Response Memorandum called upon all leaders-civilian and military-to maintain a workplace environment that rejects sexual assault and attitudes that promote such behaviors. The Directive establishes a comprehensive DoD policy on prevention and response to sexual assaults that is applicable to all DoD Components.

### **Sexual Assault Definition**

#### **DACOWITS Recommendation C.2.b.i.**

That the work in progress as a result of the 2004 DoD Task Force recommendations concerning a clear definition of sexual assault be concluded as soon as possible.

#### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.2.b.i. has been met by the following DoD initiatives.

The 2004 DoD Task Force recommendations included the convening of a DoD summit to develop strategic courses of action on a variety of issues, including a better operational definition and delineation of the terms sexual harassment, sexual misconduct and sexual assault. A summit was held in September 2004 and agreement was reached on an operational definition of sexual assault. On 13 December 2004 DoD issued a Directive Type Memorandum that established a DoD definition for sexual assault and other sex related offenses. The definition is designed to be used for training and educational purposes and all Military Services have incorporated the definition into their sexual assault programs.



### **DACOWITS Recommendation C.2.b.ii**

That the new definition of sexual assault as promulgated by the Task Force for Sexual Assault Prevention and Response be quickly incorporated into the UCMJ and be used consistently in training, in data collection and by military law enforcement authorities.

### **JTF SAPR Response**

The Directive Type Memorandum dated December 13, 2004 entitled Department of Defense Definition of Sexual Assault (JTF-SAPR-006) was developed for training and education purposes to ensure all service members would have a clear understanding of which actions constitute assault. Additionally, DoD has proposed revisions of the UCMJ that will enable the Department to better address the various crimes that are collectively termed sexual assault. These changes make the UCMJ more consistent with Federal laws (differences involve UCMJ provisions necessary to maintain good order and discipline that are unique to the military).

### **Reporting System**

### **DACOWITS Recommendation C.3.b.**

The Committee urges DoD to implement a comprehensive and consistent data reporting system that preserves the confidentiality of the victim.

### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.3.b. has been met by the following DoD initiatives. Consistent data collection activities are ongoing.

With the 2004 Annual Report of alleged sexual assaults, DoD has established a consistent standard for capturing Department-wide data that provides a reliable baseline for comparing sexual assault data from year to year. In addition, DoD will use the Defense Incident Based Reporting System (DIBRS) which collects data in five functional areas: law enforcement, criminal investigations, commander's actions, judicial functions, and corrections, to feed into the annual report. Each service is expected to have DIBRS operational by mid summer 2005. Additionally, efforts are underway for the services to collaborate on the design of a case management tracking system that will capture information on victim support services and the number of confidential restricted reports. Maintaining the confidentiality/privacy of a victim is paramount throughout policies that have been directed.

## **Underreporting**

### **DACOWITS Recommendation C.4.b.i.**

Commanders must fully enforce Zero Tolerance policies and prosecute sexual assault offenses to the fullest extent of the law.

### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.4.b.i. has been met by the following DoD initiatives. The monitoring of Commander's enforcement of Zero Tolerance policies and the prosecution of sexual offenses will be an ongoing effort

One of the primary objectives of Do D's Sexual Assault Prevention and Response Policy is to build a climate of confidence in the way DoD responds to sexual assault - one that instills the trust in victims that they will receive the care they need, and one that instills in our services that this crime will not be tolerated. The policy provides a foundation through which the Department will improve prevention of sexual assault, significantly enhance support to victims, and increase accountability. A cornerstone of Do D's sexual assault policy is the establishment of a confidential, restricted reporting option for victims who are sexually assaulted. This confidential reporting option will give victims control over the release of their personal information, and give them the means to seek relevant information and support that will allow them to make more informed decisions about whether they wish to participate in a criminal investigation. DoD's new sexual assault prevention and response policy provides a variety of tools to help equip commanders with the ability to implement and enforce this new policy. These tools include providing commanders with new training to ensure they have a complete understanding of the roles and responsibilities in preventing and responding to sexual assault; a commander's checklist, which is a response protocol that clearly outlines the steps one must take and consider when handling a case; establishing a position of the Sexual Assault Response Coordinator to track the services provided to the victim from initial report of a sexual assault, through the resolution of a case. The SARC will essentially become the commander's right hand in the administration of the local sexual assault prevention program.

#### **DACOWITS Recommendation C.4.b.ii.**

Before proceeding with any potential administrative punishment of the victim for possible wrongdoing in connection with a sexual assault incident, commanders should always consider awaiting the outcome of the sexual assault investigation and prosecution.

#### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.4.b.ii. has been met by the following DoD initiatives.

On 12 November 2004 DoD issued a Directive-Type Memorandum that provided guidance for addressing a victim's collateral misconduct that may be associated with a reported sexual assault. When considering what corrective actions may be appropriate for the victim's collateral misconduct, commanders and supervisors have been directed to exercise their authority to defer disciplinary actions regarding a victim's collateral misconduct until after the final disposition of the sexual assault case to encourage sexual assault reporting and continued cooperation, while avoiding those actions that may further traumatize the victim.

#### **Privacy and Confidentiality**

#### **DACOWITS Recommendation C.5.b.**

A protocol should be established whereby the victim is encouraged to seek treatment and to report the crime with the assurance that once the crime is reported to law enforcement, privacy will be protected to the maximum extent possible and the victim kept informed of the progress of the case. A crucial aspect of this protocol is the provision of a victim advocate, independent of the chain of command, who assists the victim throughout the process.

#### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.5.b. has been met by the following DoD initiatives.

On 16 March 2005, DoD issued a policy memorandum that establishes Department guidelines for confidential, restricted reporting by victims of sexual assault. Restricted reporting allows a sexual assault victim, on a confidential basis, to disclose the details of his/her assault to specifically identified individuals and receive medical treatment and counseling, without triggering the official investigative process. Specified individuals include sexual assault response coordinators, healthcare providers, victim advocates, and chaplains. Upon notification of a reported sexual assault, both restricted and unrestricted,

the sexual assault response coordinator immediately assigns a Victim Advocate to provide crisis intervention, referral and ongoing non-clinical support to the victim of a sexual assault. Support will include providing information on the process of restricted vice unrestricted reporting so the victim can make informed decisions about their case. DoD's new sexual assault prevention and response policy requires unit commanders provide a monthly update to a victim regarding the current status of any on-going investigative, medical, legal or command proceedings regarding their sexual assault.

## **Resources Available**

### **DACOWITS Recommendation C.6.b.**

Special efforts must be made to reach the junior ranks regarding resources available, e.g. information campaigns directly targeting Service members in their living quarters, as well as work and social environments.

### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.6.b. has been met by the following DoD initiatives. Outreach to the junior ranks regarding resources available will be an ongoing activity.

The Department has mandated consistent sexual assault prevention education across the Military Services that targets all ranks. DoD's new Sexual Assault policy requires the Services to conduct sexual assault prevention and response training during all initial entry training, to include initial officer training programs. The focus of this training is to ensure that service members have a working knowledge of what constitutes a sexual assault, why it is a crime, and the meaning of consent. Additionally, members will learn the full range of reporting options available to them. DoD's Sexual Assault policy also requires that the Military Services conduct recurring sexual assault awareness training update.

## **Training:**

### **DACOWITS Recommendation C.7.b.i.**

Comprehensive training on sexual assault should be an integral and ongoing part of Professional Military Education for all levels, enlisted through General Officers, especially in commander and leadership courses.

## **JTF SAPR Response**

The intent of DACOWITS Recommendation C.7.b.i. has been met by the following DoD initiatives. Comprehensive training will be an ongoing effort.

DoD's Sexual Assault Prevention and Response policy provides new baseline training for all military personnel - we will educate individuals when they enter the military and throughout their careers to include professional military education programs at our War Colleges. This provides ongoing opportunities to discuss different elements of what constitutes sexual assault and to address with each service member, from entry level to Commander, their role in preventing and responding to sexual assault. DoD's policy requires that sexual assault be addressed in pre-deployment training to ensure everyone knows the services that are available in the deployed environment.

## **DACOWITS Recommendation C.7.b.ii.**

Training should emphasize that sexual assault is a crime that will be prosecuted to the fullest extent of the law, and should be delivered in the context of the core values of military Service and the mission requirements of unit cohesion and readiness.

## **JTF SAPR Response**

The intent of DACOWITS Recommendation C.7.b.ii. has been met by the following DoD initiatives. Comprehensive training will be an ongoing effort.

On 13 December 2004, DoD issued a policy memorandum establishing minimum baseline training requirements for members of the Armed Forces. Sexual assaults are detrimental to mission readiness. The policy objective is to ensure that service members understand what constitutes a sexual assault, how to avoid becoming a victim, and to be aware of the steps to take if victimized. The policy directs that the standard DoD definition of sexual assault will be used in all training programs. Each of the Military Services has tailored their sexual assault prevention and response training to be delivered in the context of the core values of their Military Service.

## **DACOWITS Recommendation C.7.b.iii.**

Using the official definition of sexual assault, training should clearly instruct on what sexual assault is and is not. The importance of Service members taking responsibility for their own and each other's safety and well-being should be an integral part of this training. Alcohol use should be emphasized as a serious risk factor.

### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.7.b.iii. has been met by the following DoD initiatives. Comprehensive training will be an ongoing effort.

DoD's Sexual Assault Prevention policy directs that the standard DoD definition of sexual assault will be used in all training programs. This definition is for the average service member not for the lawyer or investigator. It is uniform across the Services and it serves as the foundation of all training programs. DoD's sexual assault policy focuses on prevention, and the key to prevention is ensuring everyone understands their roles and responsibilities in preventing sexual assault.

### **DACOWITS Recommendation C.7.b.iv.**

Sexual assault training should not be coed in order to facilitate forthright discussion and understanding.

### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.7.b.iv. has been met by the following DoD initiatives. Comprehensive training will be an ongoing effort.

The Training Standards for DoD Personnel on Sexual Assault Prevention and Response establishes the minimum baseline training requirements for members of the Armed Forces. To help service members to understand the often complex nature of sexual assaults in the military, this training will be scenario based, using real-life situations to demonstrate the entire cycle of reporting, response, and accountability procedures. Training will include group participation and will use a variety of training approaches to include same sex and coed group training.

### **DACOWITS Recommendation C.7.b.v.**

Sexual assault training should cover the procedures and resources available to victims following a sexual assault, particularly at the junior grades. Service members should be instructed to seek immediate medical attention after an assault for both their own care and to enable authorities to collect the evidence necessary for prosecution. The full range of civilian and military resources should be clearly delineated, so that Service members understand that they can seek help at civilian hospitals and from civilian law enforcement in addition to their options within the military.

## **JTF SAPR Response**

The intent of DACOWITS Recommendation C.7.b.v. has been met by the following DoD initiatives. Comprehensive training will be an ongoing effort.

DoD's new Sexual Assault Prevention Policy will ensure uniformity in the standards of care, so all victims will have the same support systems and the same response capabilities available to them regardless of service or location. DoD's sexual assault policy has emphasized that victims of sexual assault should secure the care and support they need. DoD has established a position of the Sexual Assault Response Coordinator - SARC. This new role will be standard across DoD and the Military Services, and will serve as the single point of contact to coordinate sexual assault victim care. In addition, all Services shall provide a Victim Advocate to respond to each report of sexual assault and provide crisis intervention, referral and ongoing non-clinical support to the victim. DoD's guidelines for confidential, restricted reporting allows a sexual assault victim, on a confidential basis, to disclose the details of his/her assault to specifically identified individuals and receive medical treatment and counseling, without triggering the official investigative process. DoD is in the process of finalizing guidelines for collection and preservation of evidence in incidents of sexual assault handled under the restricted reporting criteria. DoD's Sexual Assault policy also provides guidance for establishing liaison and coordination between military and local civilian authorities with respect to sexual assault responses and the care of victims of sexual assault to provide or augment medical and counseling services related to care for victims of sexual assault that may not be available on military installations, but are available in the civilian community.

## **DACOWITS Recommendation C.7.b.vi.**

Educational awareness efforts should include an information campaign utilizing posters, pocket cards, and other media to convey specific programs, agencies, names, addresses and phone numbers offering assistance to victims of sexual assault.

## **JTF SAPR Response**

The intent of DACOWITS Recommendation C.7.b.vi. has been met by the following DoD initiatives. Educational awareness will be an ongoing effort.

The Military Services are conducting a variety of educational awareness efforts regarding sexual assault prevention and response. All four Services have established a web site on their sexual assault prevention and response efforts. Each of the Military Services is conducting initial training of all service members on DoD's new Sexual Assault Prevention and Response Policy and Standards. Sexual assault prevention and response training will be provided during all initial entry training, to include initial officer training

programs. The Military Services are also responsible for conducting an annual sexual assault awareness training update.

### **Uniform Code of Military Justice (UCMJ)**

#### **DACOWITS Recommendation C.8.b.i.**

Articles 120, 128 and 134, UCMJ, should be revised to clarify and more closely align with the official definition of sexual assault, ensuring that sexual assault has a clear and consistent legal standard, distinct from sexual harassment and other sex-related offenses. DoD should include these revisions in the 2006 legislative proposals.

#### **JTF SAPR Response**

During its 2004 Annual Review of the Manual for Courts-Martial (MCM) and military justice system, the Joint Service Committee on Military Justice (JSC) conducted a review and provided several proposed changes to the manner in which the Uniform Code of Military Justice (UCMJ) and MCM addressed sexual offenses. These proposed amendments, taken together, restructure and reorganized misconduct involving child sexual abuse, rape, sodomy, sexual assaults, and other sex related offenses. Although the review did not identify any sexual offense that the UCMJ and MCM could not address and prosecute under its current structure, the JSC recommended improvements by restructuring the offenses, clarifying terms and provisions, and providing additional guidance. These proposed changes have been incorporated in the 2006 legislative proposal.

#### **DACOWITS Recommendation C.8.b.ii.**

DACOWITS strongly recommends that the standard for consent be reviewed and revised to facilitate successful prosecution of sexual assault cases. These essential revisions should be implemented expeditiously.

#### **JTF SAPR Response**

The intent of DACOWITS Recommendation C.8.b.ii. has been met by the following DoD initiatives. DoD's Legislative proposal is pending before Congress.

DoD has submitted to Congress the following recommendations for changing the UCMJ regarding the standard of consent.



**Changes to the UCMJ - Sect 920 (Art 120)**

- Eliminates the requirement that rape be committed without the victim's consent (currently victim has to prove that she didn't consent, this change will require that the defense has to prove that she did consent-shifts the burden to the defense).

**Changes to MCM:**

- Art 120 - Places burden of raising consent on the defense, adds degrees of rape and maximum punishment dependent upon level of force, and accused state of intoxication is not relevant. Threatening includes use of military position, rank, or authority.